

Capsticks' Equity, Diversity and Inclusion Strategy and Plan

2025 - 2029



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Executive summary

Equity, Diversity and Inclusion (EDI) are fundamental to our culture and values. At Capsticks, we want everyone to feel seen and heard, and to know that you're valued for your differences and unique strengths, and our EDI strategy and plan 2025-2029 reflects our firm's commitment to just that – valuing difference, fostering inclusion, and driving equity.

Our refreshed four-year EDI strategy and plan has been developed in consultation with our employee networks and our EDI Council, and following our firm-wide inclusion survey in June 2025. We are intentional about using the language Equity, Diversity and Inclusion at a time where many organisations have rowed back on their EDI commitments or shifted their focus. For us, our EDI work extends beyond our legal obligations and the clear business case for diversity and inclusion – our commitment to EDI is firmly embedded in our values, people-first, doing the right thing, and forward thinking.



Martin Hamilton
Managing Partner
EDI Executive Sponsor



Rachael Heenan
Senior Partner

I'm delighted to share with you this refreshed EDI strategy and plan, which builds on the great work which we've achieved together as a business since we first implemented our inclusion strategy in 2021. Inclusion as a strategic priority for Capsticks is ever-more important in these challenging times. It makes us a better place to work, and makes us better placed to deliver for our clients. For our EDI strategy to succeed, it needs to be both iterative and aspirational. That's why we have a detailed and ambitious plan to support the strategy, and which is set out in this document. We recognise that there is a huge amount to do to maintain our momentum. I'm really looking forward to working with everyone to maintain that momentum. Our incoming Managing Partner Victoria Watson will also be the firm's EDI Executive Sponsor from May 2026 and will continue to make delivery of our EDI Strategy and Plan a real priority.

Our job as leaders at Capsticks is to leave the firm and the profession in a better place. Progress has been made over the years so that women like me, without a privileged background and the first in my family to go to university, have the opportunity to lead a firm like Capsticks. This continuation of our most important strategy to date is to provide opportunities for everyone (whatever their background), and as allies, to shout the loudest for the underrepresented groups and progress social mobility in our firm and profession. Our values – People First, Doing the Right Thing and Forward Thinking – are at the core of our EDI strategy and plans to 2029.



Michelle Fox
Head of Inclusion and
Engagement

Inclusion is often about small acts – making a conscious effort to pronounce someone's name correctly, using someone's preferred pronouns, remembering the names of your colleagues' children or pets, or asking someone how they are, and really listening. Inclusion is a daily practice requiring honesty where we may have made mistakes, and an openness and willingness to keep showing up, and keep doing the work so that every single person at Capsticks feels valued and championed for the difference they make. Above all, it's about belonging – building an environment where people see themselves reflected at all levels of the business, where people are encouraged to have a voice, share ideas and grow. Our EDI plan for 2025–2029 sets out how we'll keep making Capsticks a place where everyone can thrive and truly belong.

Definitions

Equity

Equity is about access. Equity recognises that each person has different circumstances, and so allocates the resources and opportunities needed for everyone to reach an equal outcome.



Inclusion

Inclusion is about culture – creating a working environment that is welcoming and supportive and values difference.



Diversity

Diversity is about representation – addressing areas where there is an under-representation of people from marginalised groups, and ensuring our difference better reflects the clients we serve.



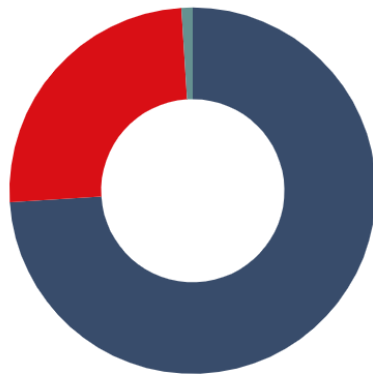
Global majority

Global majority refers to people who are Black, Asian, brown, dual-heritage, indigenous to the global south, and or have been racialised as 'ethnic minorities' and represents approximately 80% of the world's population. By shifting focus from a minority status, global majority highlights the demographic reality of the world's population and encourages a more empowering and inclusive understanding of diverse identities. Throughout this report, we use global majority and Black, Asian and Minoritised Ethnic interchangeably – both terms are approved language from our CREATE network.



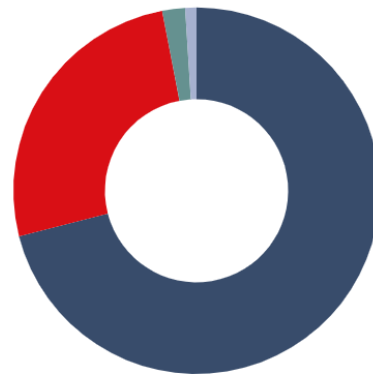
Who we are in 2025

Gender (%)



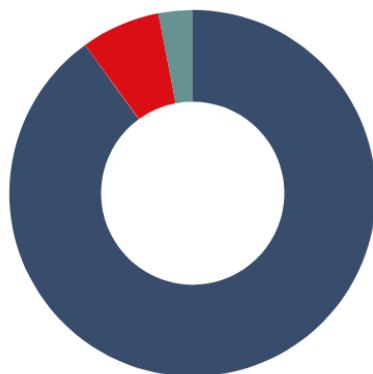
- Female (74)
- Male (25)
- Other (1)

Ethnicity (%)



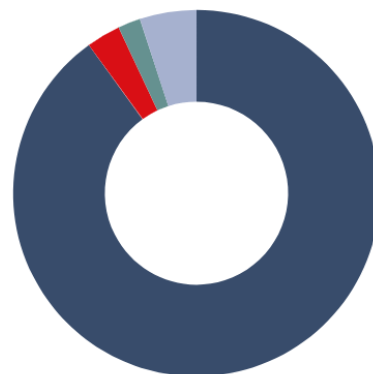
- White (71)
- BAME (26)
- Other ethnic group (2)
- Prefer not to say (1)

Disability (%)



- Not declared disability (90)
- Declared disability (7)
- Prefer not to say (3)

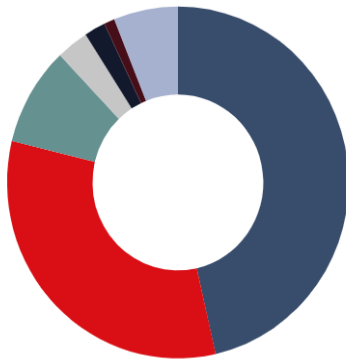
Sexual Orientation (%)



- Heterosexual (90)
- Bisexual (3)
- Gay/lesbian (2)
- Prefer not to say (5)

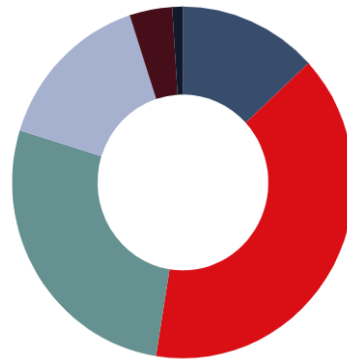
Who we are in 2025

Religious belief (%)



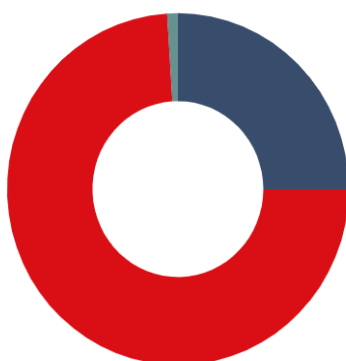
- No religion (46)
- Christian (32)
- Muslim (9)
- Hindu (3)
- Sikh (2)
- Other (1)
- Prefer not to say (6)

Age (%)



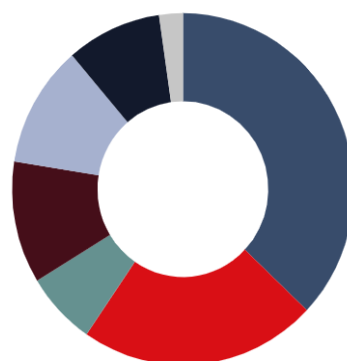
- 16-24 (13)
- 25-34 (39)
- 35-44 (27)
- 45-54 (15)
- 55-64 (4)
- 65+ (1)

Caring responsibility (%)



- Primary carer (25)
- Not primary carer (74)
- Prefer not to say (1)

Parental Occupation (%)



- Modern and professional occupations (33)
- Managers and administrators (20)
- Clerical and intermediate occupations (6)
- Technical and craft occupations (10)
- Manual and service occupations (10)
- Small business owners (8)
- Long term unemployment (2)

Accreditations and pledges

We're proud signatories of

- The Mindful Business Charter
- Law Society Diversity and Inclusion Charter
- Law Society Women in Law Pledge
- Business in the Community Race at Work Charter
- The Menopause Workplace Pledge
- The Halo Code



WOMEN IN LAW PLEDGE:

a commitment for gender equality across the legal profession



Ahead Partnership™
Unlocking social and economic potential

Our accreditations

- Disability Confident Committed Level 1
- Living wage employer



How far we've come

Overview

Since the launch of our EDI strategy and plan 2021-2025, we've made great strides in building a more diverse and inclusive firm. We now have an established framework for EDI, which includes an EDI Council made up of senior representatives from across the firm serving as inclusion champions and driving change within their divisions, four thriving employee network groups, and a wealth of fantastic annual diversity and inclusion events bringing colleagues together to foster inclusion and celebrate difference. We have introduced a series of inclusive policies and guidance including transitioning at work, a workplace adjustments policy, hybrid and flexible working policies, neurodivergence guidance and more. We're delighted to report that we've improved gender representation at partner level, and increased representation of global majority colleagues across the wider firm. And we've delivered numerous training sessions and behavioural change programmes including our Reciprocal Mentoring Programme, a Women's Mentoring Programme, inclusive interview training, and much more.



50%
women partners (up from
38% in 2021)



35%
women equity partners
(up from 14% in 2021)



27%
global majority colleagues



35%
of colleagues are a part of at
least one employee network
group



129
hiring managers who
have attended inclusive
interview training (63% of
whom are partners)



67
colleagues who've
participated in the firm's
first women's mentoring
programme in 2025



28%
partners who've
participated in our
reciprocal mentoring
programme



16
paralegal and solicitor
apprentices since 2021
who are either working
towards qualification or
recently qualified



10
undergraduates who've
joined us as part of the
10,000 Black Interns
six-week work experience
programme since 2023



95%
partners who've attended
anti-racism practice
training

How far we've come

Our progress in depth

Gender representation

In our EDI strategy and plan 2021-2025, we committed to improving representation of women and global majority colleagues at partner level in our firm. We're pleased to report that in the summer of 2025, we achieved our target to have 50% female partners, which has increased each year from 38% in 2021. The percentage of female Equity Partners in 2021 was 14%, and we're also pleased to report that as of May 2025, we achieved our target of 30% female Equity Partners. As of November 2025, 35% of our Equity Partners are women.

Global majority representation

We have more work to do to address the under-representation of global majority colleagues at partner level so we will be renewing our targets to improve representation in the wider partnership (15%) and at Equity Partner level (10%). The current percentage of global majority partners is 8.2%, and 3.8% at Equity Partner level.

An established framework for EDI

An EDI framework is the structure an organisation has for embedding EDI across all areas of the business. In our last EDI strategy and plan we set out to establish this framework within the first year.

- Our Managing Partner is the senior sponsor for EDI
- Our Head of Inclusion and Engagement reports into the Managing Partner – this is significant because it reduces barriers to making EDI a priority and facilitates honest and clear conversations about EDI at senior level
- Established four employee network groups to create a safe space for colleagues to connect and share personal stories, to drive awareness and education of difference, and to act as a critical friend to the firm on the issues that matter
- Ensured all our employee network groups have an active senior sponsor and are

supported to deliver on their network group's aims and objectives, drive engagement and shape our culture

- Established an EDI Council made up of senior representatives from all divisions to drive the EDI strategy and to hold the business as a whole accountable for progressing the EDI plan
- Mandated that all Partners and Directors have an EDI objective as part of their performance review to lead their division's contribution to the firm's EDI strategy and plan, to develop a more diverse and inclusive culture, and increase our diversity representation at all levels
- Ensured all quarterly divisional team meetings include EDI as a standing agenda item
- Implemented a time recording code for contributions towards EDI work, which allows our colleagues to account for time spent on network group activity
- Rolled out our 'EDI essentials' training to all colleagues

New partnerships and pledges

- **Business Disability Forum** – we're proud to partner with BDF on our disability-inclusion commitments. Our work with BDF has helped us achieve Disability Confident Committed Level 1 and a project is underway to achieve Level 2 and Disability Confident Leader Level 3 status.
- **Mindful Business Charter** – we've been members since its inception in 2018 and remain committed to role modelling the principles of the MBC in all forms of colleague interaction and communication including in 1:1s and team meetings.
- **Legal Neurodiversity Network (LNN)** – we're members of the LNN, a network of law firms, colleagues and partners striving to improve neurodivergent experiences in the UK legal sector. The Co-Chair of our Shine network also sits on the LNN committee as Regional Engagement Lead.

How far we've come

- **10,000 Black Interns** – our participation in 10KBI acknowledges the need to improve access to the legal sector for people from traditionally marginalised groups; in this case by providing opportunities to young Black people who might otherwise face barriers to entry to the legal industry. By participating in the scheme since 2023, we've stepped up our efforts to attract, hire and promote people from diverse backgrounds to make sure that we have a breadth of skills and perspectives, and that our people represent the clients with whom we work.
- **Business in the Community Race at Work Charter** – we've signed the Race at Work Charter reflecting our visible commitment to improve workplace equity for global majority colleagues.
- **Black Solicitors Network (BSN)** – we're proud members of the BSN and support this initiative by participating in mentoring schemes, careers workshops and networking events.
- **The Halo Code** – we're proud to be signatories to the Halo Code. This means that we champion the right of colleagues to embrace all Afro-hairstyles and acknowledge that Afro-textured hair is an important part of our Black colleagues' racial, ethnic, cultural, and religious identities.
- **Law Society's Women in Law Pledge** – we continue to work towards delivering on our commitments, in particular by setting (and achieving) our targets to increase gender representation at Partner and Equity Partner level.
- **BlueSky** – we began working with BlueSky in 2022 to provide parental coaching to our female lawyers and Business Services colleagues. Our commitment to parental coaching recognises the need to tackle the career impact of motherhood, ensuring women feel supported and included in progression opportunities. We now offer all women going on maternity leave access to 1:1 coaching and networking sessions for before, during and after maternity leave.

- **The Menopause Pledge** – signing up demonstrates our visible commitment to supporting colleagues experiencing perimenopause and menopause symptoms. As a result of signing up, we now have a dedicated Perimenopause and Menopause Policy, we provide access to free private menopause related medical healthcare, we will reimburse the cost of HRT prescriptions, and we offer and promote workplace adjustments to help manage symptoms for more comfortable and flexible working.

New and refreshed policies and guidance

Since 2021, we've developed and embedded a series of policies that reflect our commitment to creating an equitable, diverse and inclusive workplace for all colleagues at Capsticks. Highlights include:

- **Hybrid and flexible working policies** – we offer everyone the opportunity to do their job flexibly; that can mean working from home, an adjusted work pattern to allow for caring commitments, or taking advantage of our core working hours meaning a later start, or an earlier finish on those days when flexibility can help with personal commitments.
- **Enhanced family leave policies** – we extended enhanced maternity leave pay from 12 to 16 weeks, and extended enhanced paternity leave from two to four weeks, and adjusted shared parental leave to be taken any time within the first 26 weeks of the birth.
- **Perimenopause and Menopause policy** – these policies reflect the different needs of our colleagues and offer wellbeing support, greater flexibility in how colleagues carry out their role for times when they're experiencing symptoms, and a free Menopause Plan as part of our employee benefits package.
- **Pronouns guidance** – as part of our commitment to be a trans-inclusive firm, we introduced optional pronouns in our email signatures to normalise the practice, facilitate an environment that affirms LGBT+ identities and fosters a culture of acceptance and belonging.

How far we've come

- **Transitioning at work policy** – we launched a transitioning at work policy to better support our transgender colleagues.
- **Workplace adjustments policy** – we have enhanced our adjustments policy with specific provision for neurodiversity workplace adjustments assessments.
- **Neurodivergence at Capsticks guidance** – our ND guidance was developed in consultation with neurodivergent colleagues and parents of neurodivergent children at Capsticks and includes a language and terminology guide, guidance for line managers on how to get the best out of their teams, and tips for how to lead inclusive meetings and inclusive interviews.

Events and education

We now have an established programme of EDI education and events. The intention with all these programmes is to drive awareness of difference and encourage each of us to take meaningful actions towards creating an inclusive culture at Capsticks.

Network group events

We now celebrate multiple annual inclusion events across our offices including; Black History Month, South Asian Heritage Month, Neurodiversity Celebration Week, Lunar New Year, International Women's Day, Mental Health Awareness Week, LGBT+ History Month, Pride, Ramadan and Diwali. Our most attended event was led by our CREATE network on the role of white women showing up as anti-racist, which attracted over 100 participants and led to the creation of an anti-racism toolkit.

Reciprocal mentoring programme

Our reciprocal mentoring programme is designed to pair senior leaders in the business (Partners and Directors) with colleagues (lawyers from Trainees up to Principal Associate and Business Services equivalent) who are from ethnically and culturally different backgrounds in order for them to actively share experiences and connections through honest conversations about identity. Our goals are to increase our inclusive leadership capacity and increase levels of engagement, inclusion and belonging among our global majority colleagues.

Women's mentoring programme

Our women's mentoring programme pairs senior leaders in the business with women at earlier stages in their career, to develop our future female leaders ensuring they have the skills, knowledge, confidence and opportunities to succeed and progress at Capsticks, and enhance colleague engagement, belonging and wellbeing through a sense of connection, idea generation and personal growth opportunities that the mentoring relationship can offer.

Inclusive hiring practices

In 2021 we worked with The Clear Company to conduct an inclusive recruitment audit and as a result of that audit we refreshed our job advertisements ensuring they're accessible and use inclusive language, we strive for diverse shortlists and diverse interview panels, we make sure tailored adjustments are available for interviews and assessments, and we've rolled out inclusive interview training for hiring managers.

Inclusive wellbeing initiatives

The mental health and wellbeing of our people is a priority for Capsticks. We have specifically addressed this through flexible working, people manager training that focuses on the importance of regular 1:1s that allow space and time for feedback, career development and wellbeing conversations, reflective practice forums to facilitate peer learning and emotional co-regulation for particularly challenging cases, dedicated Wellbeing Champions, and mental health and wellbeing awareness training covering themes such as vicarious trauma and mental health skills for managers.



What's next

Where there is work to do

Gender, ethnicity and disability pay gaps

In April 2025 we reported our pay gap data for the previous year across ethnicity, disability and gender. Our data shows us that we have a mean gender pay gap of 18.2% and a mean ethnicity pay gap of 14.8%. We know that what's driving our gender pay gap is an underrepresentation of women in our senior leadership roles, a higher proportion of women in business services and administrative roles, and a higher proportion of women than men in part time roles. And what's driving our ethnicity pay gap is an underrepresentation of global majority colleagues in our senior leadership roles.

In our EDI strategy and plan 2025-2029, we will continue to reduce our gender pay gaps by increasing the representation of women at Equity Partner level, reviewing and refreshing our bonus scheme to ensure equity, and making enhancements to our parental leave provisions. We will continue to address our ethnicity pay gap by increasing representation of global majority colleagues across Partner and Equity Partner level.

We're able to report a negative disability pay gap of -12.5%, which would suggest that disabled staff are better paid on average, however, with only 6% of colleagues at Capsticks identifying as disabled, this group is small and reflects the limitations of this pay gap data. In fact, disabled workers reflect 17% of the UK population and our anonymous inclusion survey also found that double the number of colleagues (12%) identify as disabled, which suggests we have work to do to ensure colleagues feel comfortable sharing their disability data.

Inclusion survey – colleague feedback

In summer 2025, we ran our second inclusion survey with an independent third-party provider to understand the extent to which colleagues feel represented, valued and included, whether colleagues face any barriers in the workplace, and how our culture affects colleagues and identify areas for improvement.

73% of the firm participated which is a positive result. During the last four years we've significantly increased our headcount from 550 to 850 meaning that a 73% participation rate reflects over 200 more colleagues engaging in our inclusion survey. Below are the headlines of what you've told us.

- 90% of colleagues are proud to work for the firm
- 83% would recommend this firm as a great place for people like me to work
- 79% of colleagues feel like they belong at this firm
- 80% of colleagues see themselves working at this firm in two years' time
- 77% of colleagues feel they can speak up at this organisation

Where you'd like to see us make progress

The survey results suggest that we need to do more to focus on disability-inclusion including hidden disabilities and conditions such as mental health and neurodivergence, parent and carer inclusion and socio-economic inclusion. These themes represent a shift from four years ago where the focus of our inclusion survey results reflected a need for us to address specifically, gender and ethnic representation and inclusion.

We know from the feedback that we have strong foundations in place and that continued attention to fairness, transparency and real-world impact will keep the momentum meaningful and inclusive for everyone.

Colleague recommendations

The feedback themes suggest a focus on:

Inclusion support

- Disability-inclusion, support for neurodivergent colleagues and their line managers, parent and carer inclusion and socio-economic inclusion
- Continued awareness and commitment to driving race equity

Manager competence and confidence

- Firm's values alignment and behavioural expectations for senior leaders and line managers

What's next

- Management development on consistent communication, inclusive behaviours and psychological safety

Strengthening voice and communication

- Enhanced awareness of reporting procedures
- Additional reporting channels for colleague feedback and concerns

We're proud of the work we've done to drive diversity and enhance colleague inclusion and engagement at Capsticks, and we're committed to continuing our EDI work over the next four years and beyond. Up next is our EDI strategy and plan 2025-2029, which sets out our ongoing and new EDI commitments and puts EDI at the heart of our decision-making, processes, systems and culture.



EDI Strategy 2025-2029

There are three parts to our EDI strategy and plan. First is our EDI **mission statement**, which is our declaration of the fundamental importance of EDI to our business. Second is our EDI **strategy**, which sets out our strategic focus areas for the next four years and includes measurable objectives. And third is our EDI **plan**, which sets out how we'll achieve our objectives via specific and targeted activity, initiatives and programmes.

EDI mission statement

Equity, Diversity and Inclusion are fundamental to our culture and values. At Capsticks, we want everyone to be seen and heard, and to know that you're valued for your differences and unique strengths.

EDI strategy

Our three EDI strategic focus areas are:

1. **Equity**: Build equity into all policies, practices and decision-making
2. **Diversity**: Drive representation at all levels of our business
3. **Inclusion**: Advance inclusion through language, behaviour and culture

These areas reflect our wider 'Motivated Teams' strategic priority, which is about how we work together so that we can each bring the best of ourselves to work. Motivated Teams is also about delivering great work for our clients, so we will continue to support and collaborate with our clients on EDI by sharing our legal expertise and EDI best practice, recognising that partnering with our clients to champion EDI across the wider legal industry is a powerful opportunity to drive change.

EDI strategic objectives

Our EDI strategic objectives represent the outcomes we're hoping to achieve – this is how we'll know the work we're doing is making a difference.

- **Achieve significantly more diverse representation across each job level** in our workforce to better reflect the UK population

- **Maintain equal retention of global majority colleagues** and white colleagues
- **Maintain representation of women Partners (50%) and improve representation of women at Equity Partner level (50%)**
- **Improve representation of Global Majority Partners** in wider partnership (15%) and at Equity Partner level (10%)

Focus area: Equity

Build equity into all policies, practices and decision-making.

Understanding the focus area

Equity is about **access**. Equity recognises that each person has different circumstances, and so allocates the resources and opportunities needed for everyone to reach an equal outcome.

Objectives to address the focus area

- By 2029, ensure all policies, practices and processes are informed by equity principles with clear accountability channels.

How we'll achieve our objectives

- Design and embed an **equity impact assessment framework** with clear accountability channels which can be applied to across various decision-making contexts including; talent management (recruitment, work allocation and promotion), communications (policies, training and events), and systems and infrastructure
- **Ensure all policies are fair and inclusive** and reflect the needs of those accessing them. Specifically, we will design a **Respect at Work policy**, supported by training, and focus on reviewing our family-friendly policies including; **maternity leave, parental leave, shared parental leave and carer's leave**
- Develop a **standardised and transparent selection process** using clear and consistent scoring criteria to ensure our recruitment process is fair and inclusive
- Design a **clear promotion framework and criteria**, including the Partner promotion process, and ensure these are published and communicated regularly
- Conduct **office and digital accessibility audits** to support our disability-inclusion efforts and implement recommendations

Focus area: Diversity

Drive representation at all levels of our business.

Understanding the focus area

Diversity is about **representation** – addressing areas where there is an under-representation of people from marginalised groups, and ensuring our difference better reflects the clients we serve.

Objectives to address the focus area

- Achieve more diverse representation across each job level in our workforce to better reflect the UK population.
- Maintain representation of women Partners (50%) and improve representation of women at Equity Partner level (50%).
- Improve representation of global majority Partners in wider partnership (15%) and at Equity Partner level (10%).

How we'll achieve our objectives

- Continue to **step up our efforts to attract, hire and promote people from diverse backgrounds** to make sure that we have a breadth of skills and perspectives, and that our people represent the clients with whom we work. Specifically, we will:
 - Design and deliver a **disability internship programme**.
 - Identify and partner with an organisation on **social mobility awareness and inclusion**.
 - Continue our participation in the the **10,000 Interns Foundation Programme** and with **The Ahead Partnership**.
- Continue to design and offer **talent development programmes that support career development and progression opportunities** for colleagues who are under-represented at senior levels in the business e.g. **reciprocal mentoring for global majority colleagues** and **traditional mentoring for women**.

- Design a **programme of Talent Partners to support the career development of colleagues who are under-represented at senior levels in the business**. Talent Partners work with individuals on smart, targeted business planning and providing individuals with development experiences to build their brand.

Focus area: Inclusion

Advance inclusion through language, behaviour and culture

Understanding the focus area

Inclusion is about **culture** – creating a working environment that is supportive and welcoming and values difference.

Objectives to address the focus area

- Create a safe and open working culture by ensuring bullying and harassment are not tolerated, and that everyone feels safe raising concerns and speaking up.
- Maintain equal retention of global majority and white colleagues.
- Improve disability declaration rates.

How we'll achieve our objectives

- Develop and launch a **diversity monitoring campaign** to build trust among our colleagues about why and how we request, monitor, analyse, interpret and store people's diversity data at Capsticks, with a specific focus on measuring the percentage of colleagues who are neurodivergent so we can design and **implement targeted support for our neurodivergent colleagues**
- **Establish a baseline of expected inclusive behaviours** across all levels that supports equity, diversity and wellbeing, and embed into annual review and promotion processes
- **Implement an anonymous online tool** for colleagues to report incidences of exclusionary behaviour and micro-aggressions. The data we collect will enable

us to see trends and take informed action to help prevent un-inclusive behaviour

- **Empower managers to be inclusive leaders** with a comprehensive suite of EDI behavioural change training including:
 - **Unconscious bias** training for hiring managers
 - **Cultural intelligence** training for people managers
 - **Disability-inclusion** training for people managers
 - **Neuro-inclusion** training for people managers
 - **Respect at Work** training for people managers
 - **Inclusive leadership** training for Partners and Directors
- Continue in our commitment to be an **anti-racist organisation** with **cultural intelligence training** for all people managers, **race-equity training** for all colleagues, **reciprocal mentoring** for global majority colleagues, and access to **Talent Partners** for colleagues from under-represented groups.
- Continue in our commitment to be a **disability-inclusive organisation** with **disability-inclusion training** for people managers, design and roll out **tailored adjustments plans**, and achieve **Disability Confident Employer Level 2** and **Disability Confident Leader Level 3**.
- Become a **neuro-inclusive organisation** with **neuro-inclusion training** for people managers and **funded coaching support for neurodivergent colleagues**.
- Continue in our commitment to be a **family-friendly organisation** that supports working parents and carers with a healthy work-life balance by reviewing and **enhancing our family policies**.
- Continue in our commitment to be an **LGBT-inclusive** firm including partnering with LGBT Great on a mentoring programme for early careers.

EDI Plan 2025-2029

- Continue in our commitment to **support colleagues' wellbeing and foster a healthy work-life balance** at all levels using the principles of the Mindful Business Charter.
- Continue in our commitment to host a programme of **EDI events and training led by our employee network groups** to raise awareness, educate and foster an inclusive environment that embraces and celebrates difference.
- Continue in our commitment to **advance EDI best practice within the legal sector**, and through our client and supplier relationships by delivering **EDI-focused legal training** to clients and **supporting and holding our clients and suppliers to account on their EDI standards**.

Measuring progress

We'll measure progress on our plan annually against the following criteria:

- a suite of diversity statistics to be produced and analysed by HR quarterly
- pay gap data
- learning and development data
- inclusion survey to seek colleague feedback
- benchmarking against the wider legal sector
- benchmarking against the geographical local population for each office
- review of this plan in 2027





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Martin Hamilton | Managing Partner and EDI Executive Sponsor