

Law Commission Diversity & Inclusion Strategy 2026-2028

Introduction

The Law Commission, established under the Law Commissions Act 1965, exists to promote the reform of the law of England and Wales. Our role is to keep the law under review and ensure its systematic development and reform so that it remains fair, modern, simple, and cost-effective.

In delivering this mandate, the Commission relies on the strength, diversity, and expertise of its people, as well as on meaningful engagement with a wide range of stakeholders. Our workforce is drawn from legal practice, academia, the judiciary, and public service. It brings a breadth of perspectives that is essential to developing high-quality law reform. Our ability to engage with diverse communities across England and Wales strengthens the evidence base underpinning our recommendations and ensures that the law works effectively for all those it serves.

Diversity and inclusion are therefore not peripheral to our work; they are central to our effectiveness as a law reform body. By fostering an inclusive organisation and reaching a broad cross-section of society, we improve the quality, legitimacy, and impact of our reform proposals.

This strategy builds on lessons from our 2023-2025 strategy, for which we completed 20 of 29 actions across five thematic areas: Inclusion, Recruitment, Geographical Reach, Consultation, and Accountability & Monitoring. During this period, we embedded structural and cultural changes such as psychological safety training, inclusive recruitment practices, and the introduction of tools like the Consultation Engagement Questionnaire (CEQ) to improve outreach. Nine actions remain outstanding, primarily due to data collection challenges, underscoring the importance of robust systems for monitoring progress. We learnt that strong data and clear accountability are essential for lasting change. The 2026-2028 strategy sets more ambitious, measurable goals, while fostering allyship and intersectionality.

Purpose of this strategy

The purpose of the Law Commission's Diversity & Inclusion Strategy for 2026-2028 is to renew our focus on improving diversity and inclusivity, helping us deliver our mandate

as the law reform body for England and Wales. The five priority areas remain the same/unchanged:

1. Inclusion

Outcome: Foster a culture where all colleagues feel valued, respected, and able to contribute authentically.

2. Recruitment

Outcome: Strengthen inclusive hiring practices and broadening access to opportunities across all backgrounds.

3. Geographical Reach

Outcome: Deepen engagement with communities across England and Wales to ensure our work reflects national diversity.

4. Consultation

Outcome: Enhancing our ability to reach underrepresented groups and adopting trauma-informed approaches to engagement.

5. Accountability & Monitoring

Outcome: Establishing clear lines of responsibility and improving data systems to track progress and impact.

Diversity and inclusion are not the responsibility of one person, one team, or one unit, they are shared commitments that require active participation from everyone. Allyship, for example, is not about belonging to a specific group; it is about standing alongside others, showing solidarity, and supporting colleagues whose lived experiences may differ from our own. It is about fostering camaraderie and connection across difference. This strategy is a call to action for all staff to contribute meaningfully to a workplace where every voice is heard and valued.

1. Inclusion

Outcome: Foster a culture where all colleagues feel valued, respected, and able to contribute authentically.

Importance: Research shows inclusive teams make better decisions. Inclusion helps attract and retain talent and ensures law reform reflects diverse perspectives.

Ref	Action	Start	End	Responsible	Performance Metric
Inc1	Actively encourage existing staff and new joiners to declare diversity data to improve data capture. Think of incentives for self-reporting but don't mandate. Observed low levels of self-declaration remain a significant challenge, and if data gaps remain despite incentivizing reporting, progress will naturally be limited and the commission should adjust expectations for how well it will understand its staff diversity.	January 2026	Ongoing	HR, CEOs, D&I champion	Improvement in the completeness, quality, and trustworthiness of staff diversity data, measured by the increase in the proportion of staff providing diversity information
Inc2	Introduce a pilot mentoring programme. Collate data to gauge impact. Given these will be such small numbers of participants, data analysis could be challenging.	January 2026	Ongoing	CMG-Reach	Effective implementation and impact of the mentoring programme, measured by number of participants across grades and roles
Inc3	Continue the programme of D&I events in multiple formats, bringing in diverse voices and perspectives. Track engagement data from allyship events to assess reach and inform future programming.	January 2026	Ongoing	D&I coordinator /D&I Champion	Delivery of a D&I engagement programme that drives participation and cultural impact, measured by range and inclusivity of events and speakers

Inc4	Line managers to support the embedding of D&I objectives by integrating discussions about inclusion into regular supervision, helping staff shape meaningful goals.	December 2025	Ongoing	Line managers to encourage D&I objectives CMG-Reach group to offer examples of D&I objectives	Integration of meaningful D&I objectives into staff performance management, measured by proportion of staff with clearly defined D&I-related objectives
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2. Recruitment

Outcome: Strengthen inclusive hiring practices and broadening access to opportunities across all backgrounds.

Importance: Diverse recruitment improves quality of law reform by incorporating varied experiences and perspectives.

Ref	Action	Start	End	Responsible	Performance Metric
Rec1	Systematically collect, track and analyse candidate diversity data Work with MoJ Resourcing and HR to establish regular reporting on protected characteristics for applicants and hires. Use insights to identify gaps and develop targeted outreach strategies.	December 2025	Ongoing	HR, CST Lead	Percentage of applicants with targeted diversity attribute; Percentage of diverse hires with commentary on next steps.

3. Geographical Reach

Outcome: Deepen engagement with communities across England and Wales to ensure our work reflects national diversity.

Importance: We must ensure effective engagement across the regions of England and Wales to ensure fairness and impact of law reform proposals.

Ref	Action	Start	End	Responsible	Performance Metric
Geo1	Evaluate partnerships with regional education and legal institutions to attract diverse talent.	Summer 2026	Ongoing	Reach group-CMG Outreach and D&I to action	No. of partnerships that satisfy stated purpose; No. hires/interns via partnerships with evaluative comments.

	Recommend next steps.				
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4. Consultation

Outcome: Enhance our ability to reach underrepresented groups and adopting trauma-informed approaches to engagement.

Importance: Engaging hard-to-reach groups enriches evidence base and ensures robustly inclusive reforms.

Ref	Action	Start	End	Responsible	Performance Metric
Con1	Analyse CEQ data to identify participation trends and gaps, including geographical reach of consultations; use findings to refine consultation design and outreach. Update Board on progress and incorporation into practice [if relevant].	December 2025	Ongoing	Project teams, D&I action group	No. of consultations using CEQ; Response rate with evaluative comments against CEQ objectives.
Con2	Develop a plan for a pilot project to review addition of social research expertise.	February 2026	Ongoing	Project team, Economist	Successful onboarding and deployment of a social researcher in a pilot consultation, measured by delivery of defined research outputs and demonstrable contribution to consultation design

5. Accountability & Monitoring

Outcome: Establish clear lines of responsibility and improving data systems to track progress and impact.

Importance: Accountability ensures D&I objectives are delivered, fostering transparency and commitment.

Ref	Action	Start	End	Responsible	Performance Metric
Am1	Annual report to the Board on key metrics to track progress against our D&I goals.	April 2026	Ongoing	D&I champion	Annual D&I report delivered on time, including trend analysis, identified risks,

					and documented Board actions arising
Am2	Identify gaps in People Survey and issues emerging from subsequent feedback sessions to inform annual D&I survey and minimise survey fatigue.	July 2026	August 2026	D&I champion	D&I survey response rate, with documented actions taken and monitored against identified D&I priorities