

Law Commission of England and Wales

**Diversity, and Inclusion Strategy (2023-
2025)**

November 2023

I. INTRODUCTION

The Law Commission is a statutory, consultative body, established under the Law Commissions Act 1965. Our purpose is to promote the reform of the law of England and Wales: to keep the law under review with a view to its systematic development and reform. Our aim is to ensure that the law of England and Wales is fair, modern, simple and cost effective.

To carry out this work we have a workforce of around 70 people drawn from the judiciary, legal professions, academia, law graduates and public servants. We believe that the strength of our organisation lies in its people, and it is through their collective skills and experience that we are best positioned to deliver to our mandate.

We also rely on engagement from a wide stakeholder base to inform our understanding of the legal framework and how it works in practice, and to appraise options for reform. Equally as important, therefore, is our capacity to reach and engage with diverse communities.

We published our last diversity and inclusion strategy in 2021-2022¹. Much progress has been made against that strategy and action plan, and we were keen to commission an external audit in 2022 to assess our maturity as an organisation. The recommendations of that audit have focused our priorities for the next two years.

We remain committed to attracting and retaining diverse talent throughout our organisation and improving access to the work of the Law Commission to those at the earliest stages of a legal career, through our work shadowing programmes and supporting outreach and social mobility initiatives in England and Wales. Over the next two years we are also aiming to engage with candidates from a wide range of geographical locations and renew our focus on creating an inclusive culture so that we can harness different perspectives to their full potential.

We will continue to fund a permanent administrative resource to support delivery of the actions set out in this strategy. We also have a Diversity & Inclusion champion, leading an action group made up of volunteer staff members from across the organisation. We have also committed to training for staff on engaging with vulnerable stakeholder groups.

¹ [Diversity-and-Inclusion-strategy-final-2.pdf](#)

II. Purpose of this strategy

The purpose of the Law Commission's Diversity, and Inclusion ("D&I") Strategy for 2023-2025 is to renew our focus in improving the diversity and inclusivity of our organisation, to help us deliver our mandate as the law reform body for England and Wales.

We have identified five priority areas:

1. **INCLUSION:** Foster an inclusive work culture where all colleagues feel valued, and that they belong and can make meaningful contributions.
2. **RECRUITMENT:** Increase workforce diversity relating to ethnicity, disability and socio-economic background.
3. **GEOGRAPHICAL REACH:** Improve our geographical reach across England and Wales in consultee engagement and workforce recruitment.
4. **CONSULTATION:** Build our understanding of who we are currently reaching, increase participation of 'hard to reach' groups and improve our skill and confidence in working with vulnerable groups to be more 'trauma informed'.
5. **ACCOUNTABILITY AND MONITORING:** Establish clear lines of accountability for advancing D&I across all levels of the organisation and monitor impact.

Each priority has specific actions that require collective engagement if we are to see the improvement we want over the next two years. Everyone in the organisation, from our joint CEOs, Chair and Commissioners to our non-executive board members and members of staff should feel invested in delivering the actions in this strategy.

This strategy is a living document that may evolve with changes in best practice and in our understanding of diversity and inclusion, reflecting our commitment to continuous learning and adaptation.

III. PRIORITIES OVER THE NEXT TWO YEARS

1. Inclusion

Outcome: Foster an inclusive work culture where all colleagues feel valued and that they belong, can bring their authentic self to work, and make meaningful contributions.

Importance: Research reveals that inclusive teams, where everyone feels comfortable sharing their views and insights, make better, faster decisions. Fostering an inclusive working environment will increase our ability to attract and retain staff. By valuing and incorporating a wide range of perspectives we can also develop more comprehensive, informed, and fair law reforms.

Actions:

Ref	Action	Start	End	Who is responsible
Inc1	Create a robust fact base by collecting and analysing aggregated data on existing workforce protected characteristics. Encourage existing staff and new joiners to declare diversity data to improve data capture.	October 2023	Ongoing	HR, D&I coordinator, CEOs, D&I champion
Inc2	Conduct a survey to measure employee sentiment on inclusion and belonging, providing a starting point and informing future actions.	January 2024	April 2024	D&I coordinator, D&I champion
Inc3	Launch the first cohort of a 12-month structured reciprocal mentoring program to provide two-way mentoring between senior and junior members of staff.	September 2024	Ongoing	Recruitment action group
Inc4	Raise awareness of the MoJ's Allyship Guide and role model positive allyship throughout the organisation.	Summer 2023	Ongoing	All staff
Inc5	Ensure clear, objective, and fair criteria for career and development opportunities and that they are equally accessible to all staff.	Summer 2023	Ongoing	CEOs, senior management, HR, recruitment action group

Inc6	Report internally on the distribution of Reward and Recognition bonus and vouchers on a quarterly basis.	Summer 2023	Ongoing	Corporate services, CEOs, senior management
Inc7	Invite staff members to observe Board meetings, promoting transparency.	Summer 2023	Ongoing	CEOs, Commissioners
Inc8	Create a comprehensive programme of D&I events in multiple formats, bringing in diverse voices and perspectives. Ensure that all panels and events are balanced for gender and ethnicity where possible.	Summer 2023	Ongoing	D&I action group, CEOs
Inc9	Create a living document of tips and strategies to improve inclusivity in the workplace.	Summer 2023	Autumn 2023	D&I action group
Inc10	Promote and signpost D&I training for all staff, particularly senior leaders and new joiners.	Autumn 2023	Ongoing	HR, D&I coordinator, D&I action group
Inc11	Require all staff to have a D&I objective as part of their quarterly performance review.	Autumn 2023	April 2024	Line managers
Inc12	Widen eligibility criteria for work shadowing opportunities at the Law Commission.	Summer 2023	December 2023	D&I coordinator
Inc13	Evaluate the impact of our work shadowing and internship programmes.	Summer 2024	Ongoing	D&I Coordinator, CEOs, D&I champion

2. Recruitment

Outcome: Increase workforce diversity relating to ethnicity, disability and socio-economic background.

Importance: We can improve the quality of our law reform by bringing in diverse thought and argument to our work and reflecting different experiences and life perspectives in our research, consultation and recommendations. A key way of achieving this is by proactively recruiting diverse talent from all backgrounds.

Actions:

Ref	Action	Start	End	Who is responsible
Rec1	For each interview panel for Law Commission staff, have a gender and ethnicity balanced panel wherever possible. Additionally have an independent panel member from outside of the organisation wherever possible.	Summer 2023	Ongoing	Corporate services, team managers
Rec2	Track and analyse data on candidates' protected characteristics to identify specific areas of challenge.	January 2024	Ongoing	Corporate services
Rec3	Provide inclusive recruitment training to all staff involved in the recruitment process.	February 2024	Ongoing	Corporate services, D&I action group
Rec4	Review recruitment materials to ensure inclusive and accessible language and qualifying criteria.	January 2024	Ongoing	HR, Communications, D&I action group
Rec5	Widen eligibility criteria for lawyer roles to focus on skills and experience rather than specific qualifications.	Summer 2023	Ongoing	CEOs, senior management

3. Geographical Reach

Outcome: Increase our focus on geographically spread consultee engagement and workforce recruitment across England and Wales.

Importance: We recognise we are a London-centric organisation due to our close interactions with the Westminster Parliament, Whitehall departments, the representative bodies of the legal professions and the senior judiciary. However, we are committed to ensuring that our law reform recommendations accurately reflect the society we serve and to achieve this requires sustained engagement with diverse communities throughout England and Wales. This way, we can be even more confident in the fairness and impact of our law reform proposals.

Actions:

Ref	Action	Start	End	Who is responsible
Geo1	Collect data about the geographical diversity of our staff and stakeholders.	Summer 2024	Ongoing	Corporate services, project teams
Geo2	Increase engagement with stakeholders outside of London, particularly in Wales.	Autumn 2023	Ongoing	Project teams
Geo3	Implement trial recruitment of lawyers outside of London.	Summer 2023	Ongoing	CEOs, HR, team managers
Geo4	Maintain and build on partnerships with regional education and legal institutions to attract diverse talent.	Summer 2023	Ongoing	All
Geo5	Ensure the use of virtual working tools to support geographically diverse staff.	Summer 2023	Ongoing	Corporate services

4. Consultation

Outcome: Build our understanding of who we are currently reaching, increase participation of ‘hard to reach’ groups and improve our skill and confidence in working with vulnerable groups and becoming more ‘trauma informed’.

Importance: The Social Mobility Commission's State of the Nation report² highlights that people from disadvantaged backgrounds are often less represented in policy consultations. While work in this area is already ongoing at the Law Commission, incorporating further insights from these groups will enrich our evidence base and inform recommendations, ensuring our reforms are robustly inclusive.

Actions:

Ref	Action	Start	End	Who is responsible
Con1	Develop internal guidance for engagement with underrepresented and vulnerable stakeholder groups as a pilot project and put in place training for relevant teams.	Autumn 2023	April 2025	Project teams, D&I action group
Con2	Formulate a methodology and tools for gathering data about our current reach of consultees, to understand better who they are, protected characteristics and where they are geographically. Run a pilot to trial the above data capture with one project. Respond to evaluation, finesse approach and roll out the gathering of data across all projects.	April 2024 May 2024 Summer 2024	October 2024	Project teams, D&I action group
Con3	Develop a plan for a pilot project to review consultation materials to maximise accessibility.	February 2024	April 2024	Project teams, communications

² [State of the Nation 2022: A fresh approach to social mobility - GOV.UK \(www.gov.uk\)](https://www.gov.uk/state-of-the-nation-2022)

5. Accountability & Monitoring

Outcome: Establish clear lines of accountability for advancing D&I across all levels of the organisation and monitor impact.

Importance: Accountability is the cornerstone of any successful D&I strategy. By setting clear responsibilities we will ensure that diversity and inclusion are not merely aspirations but something we all deliver. Open reporting and tracking progress towards our D&I objectives will help to maintain focus, foster transparency, and demonstrate our commitment to these principles.

Ref	Action	Start	End	Who is responsible
AM1	Report quarterly to the Board on key metrics to track progress against our D&I goals.	January 2024	Ongoing	D&I coordinator, D&I champion
AM2	Seek feedback from staff on progressing actions outlined within this Strategy.	January 2024	Ongoing	D&I coordinator, D&I champion
AM3	Commission external audits of our D&I strategy to track progress.	May 2025	July 2025	D&I coordinator, D&I champion, CEOs