

# Judicial Diversity Forum – Priorities and Actions for 2025

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## Background

**The Judicial Diversity Forum (JDF) will have achieved its aim when an individual's protected characteristics or social or professional background are not a significant predictor of success in the professional career towards, appointment to, or progress within the judiciary.**

### *Professional grouping*

The JDF has expanded on its aim for the 2025 Action Plan to emphasise the commitment to increasing judicial diversity by seeking the widest possible pool of talent from every part of the legal profession. While we recognise that, in general, some professional groupings may have more access to opportunities to develop relevant experience than others, we do not consider that professional grouping alone should be a determining factor. All eligible groups – barristers, solicitors and chartered legal executives – should have equal access to judicial appointments provided they have the skills and experience to fulfil the role effectively.

### *Protected characteristics*

JDF members have agreed to include a reference to '*protected characteristics*' with an important explanation on the consideration of age in judicial appointments to account for the requirement that candidates of equal merit must all have at least five to seven years' professional experience prior to applying, and that there is also a mandatory judicial retirement age which precludes the eligibility of certain individuals.

In addition, it may be that in the future there is a need to broaden out the reference to protected characteristics to include other potentially important elements of diversity, such as national languages, including the Welsh language.

The JDF has a [public commitment](#) to publish an annual action plan outlining the forum's priorities and activities for its next 12 months' work. The plan addresses four strategic priorities that reflect the key barriers that remain to achieving its aim:

- 1. Ensure an inclusive and supportive culture in the judiciary and wider legal professions.**
- 2. Address barriers to successful applications and identify and eliminate any actual barriers to appointments as operated (including in relation to professional groupings).**
- 3. Eliminate structural barriers in access by different professional groups to the judiciary.**
- 4. Address barriers to senior legal and senior judicial positions for women, people from ethnic minority backgrounds and disabled people (and other groups as agreed).**

The plan uses the Theory of Change model to articulate the change the JDF wants to achieve and how we will achieve it, drawing together the activities of JDF partners. Activities and priorities may be subject to change during 2025 in recognition of the need to respond to emerging diversity issues; the needs of members, candidates, and judges; and wider contextual matters.

While JDF members work in collaboration and support each other's activities and initiatives; the professions, Judicial Appointments Commission and Judiciary also have distinct areas of focus and activity in recognition of the different roles each play in candidates' journey to judicial appointment.

### **Understanding the Theory of Change model**

Impact statement	What is the big long-term change you want to see?			
Activities (the things we do)	Timings	Outcome (what changes)	Outcome indicators (what you measure)	Evaluation (your impact)
Who is/ are your target group(s)? What activities (e.g., initiatives) do you deliver for, with or to them?	When will the activity start and end? What are the key milestones? When will you evaluate it?	What are the most important outcomes you want to see for your target group? These are the key changes you want to make e.g., for people, groups, organisations, society. These statements should not be about you or your services.	What are specific, measurable pieces of information that you can collect to keep track of the difference that your work is making?	What data have you collected and what does it tell you about the impact of your work?

## Overview of priorities, activities, and activity leads

	Impact	Activity	Activity Lead
<b>Priority Area 1</b> Ensure an inclusive and supportive culture in the judiciary and wider legal professions	Support provided to effectively foster an inclusive culture, including guidance and training.	E&D Training for the Bar; Guidance/Policy Support for the Bar Supporting leadership judges to promote inclusive working environments, Judicial Diversity and Inclusion Strategy with oversight from Judicial Diversity Committee D&I Framework; Developing guidance for member firms and organisations; Member profiles and role models Consultation on draft policy to advance equality and encourage diversity in the legal profession through effective regulation; Convening the sector at the 2025 Reshaping Legal Services conference to promote effective action, impact and accountability in advancing equality and encouraging diversity	Bar Council Judicial Office  Law Society Legal Services Board
	Provide ways to report barriers to getting in and getting on in the workplace and promote best practice.	Telephone helpline and other reporting at the Bar; Assistance to Bar stakeholders promoting EDI at the Bar Tribunals Diversity and Inclusion Taskforce Judicial Attitudes Survey and Judicial Wellbeing Survey D&I Forums; Networks for disabled solicitors, women, LGBTQ+ and minority ethnic solicitors; Public policy engagement	Bar Council Judicial Office Judicial Office Law Society
	Target programmes to address the remaining barriers to inclusion, focusing on access to the professions and development.	Scholarship and Bursary Programme A Judicial Reverse Mentoring Scheme; Training for new leadership judges; Supporting existing leadership judges Diversity Access Scheme (DAS); disabled and minority ethnic student support webpages; aspiring solicitors pilot programme	CILEX Judicial Office Law Society
<b>Priority Area 2</b> Address barriers to successful applications and identify and eliminate any actual barriers to appointments as operated (including in relation to professional groupings)	Encourage candidates from currently underrepresented groups to apply to roles and provide support to develop their skills and experience.	Communication with members; CILEX Judicial Academy Targeted Outreach Programme candidate resources; Candidate resources; Outreach; Selection process activity Judicial Work Shadowing Scheme; Judicial Mentoring Scheme Targeted Outreach Programme  Judge-led application seminars DAS; Judicial exercise support; Networking and support for current and aspiring solicitor judges; Becoming a Judge Scheme for Black, Asian and minority ethnic solicitors; Judicial interview workshop Pre-Application Judicial Education Programme	CILEX Judicial Appointments Commission Judicial Office Judicial Appointments Commission/ Judicial Office Judicial Office Law Society JDF (led by Ministry of Justice)
	Ensure selection processes are fair, and do not specifically deter candidates from underrepresented groups.	Selection process activity; Review of statutory consultation process; Fair selection training; Assessment panel diversity	Judicial Appointments Commission
	Use data to identify remaining barriers and track impact	Qualifying Test research and Work Programme Solicitor judges roundtable; Judicial Attitudes Survey – solicitor background analysis	Judicial Appointments Commission Law Society
<b>Priority Area 3</b> Eliminate structural barriers in access by different professional groups to the judiciary	Bring in untapped talent from professional groups that have faced barriers to applying for judicial roles.	Work to remove barriers for employed lawyers considering fee-paid judicial office; Work to remove barriers for Crown servant lawyers considering a fee-paid judicial office; Work to review the barriers faced by professional groups such as legal academics and those regulated legal professions who are not currently eligible for judicial office	Ministry of Justice
	Promote opportunities to candidates from these groups and provide support to aid their success in applications	Promotion of and support for mentoring (around judicial appointments) by bar-based stakeholders for the Bar Promoting the options for judicial careers to members from non-traditional backgrounds Flexible Deployment and Assignment Framework; One Judiciary D&I Framework; DAS; Becoming a Judge Scheme; Judicial interview workshop	Bar Council CILEX Judicial Office Law Society
	Improve our understanding of the systemic barriers disproportionately affecting particular professional groups.	Solicitor Judges Roundtable	Law Society
<b>Priority Area 4</b> Address barriers to senior legal and senior judicial positions for women, people from ethnic minority backgrounds and people with disabilities (and other groups as agreed)	Address barriers to getting on in the workplace which make it harder for professionals to progress.	Discrete evidence-led programmes to promote and support equality, diversity, and inclusion at the Bar; Research for the Bar Diversity and Inclusion Framework; Developing guidance for member firms and organisations Diversity of the Judiciary statistics	Bar Council Law Society Ministry of Justice
	Raise the profile of judicial career paths among potential applicants, with visible role models in senior positions, and provide resources to improve applicants' chances of success	Promoting the options for judicial careers to members from non-traditional backgrounds Member profiles and role models	CILEX Law Society

## Priority Area 1

<b>Impact statement</b>	Ensure an inclusive and supportive culture in the judiciary and wider legal professions.
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### Support provided to effectively foster an inclusive culture, including guidance and training.

Activities	Timings	Outcome	Outcome indicators	Evaluation
<b>1.1 Law Society: Diversity and Inclusion Framework</b> <p>The D&amp;I Framework helps law firms create their own action plans to improve diversity and inclusion. This framework sets out three steps firms should take to develop and deliver a strategic approach and action plan, and also consider how to monitor and identify any areas for ongoing improvement:</p> <ul style="list-style-type: none"> <li>• Establish Purpose – why you need to act.</li> <li>• Develop a Plan – what actions you will take.</li> <li>• Ensure Performance – how you will ensure actions are delivered and lead to change.</li> <li>• The Framework includes a toolkit firms can use to assist in creating their action plan.</li> </ul> <p>The framework continues to overarch all D&amp;I work. Office holders and all Law Society staff push the framework at events and other external engagements. The Law Society is refining its messaging to target parts of the profession, such as what partners should be asking within their firms, breaking down and focusing on particular parts of the profession, considering providing more precedent documentation, as well as publishing more impact stories.</p> <p>In 2024, three impact stories were published and a pipeline of future impact stories has been developed.</p>	September 2022 onwards	<p><i>Short-term:</i> Members embed D&amp;I in line with the Law Society framework.</p> <p><i>Long-term:</i> A solicitor profession that is diverse and inclusive and is delivering high quality legal services to people from all backgrounds and advancing the rule of law because of its diversity and inclusion.</p> <p>The remaining barriers to entry linked to socio-economic disadvantage, disability or ethnicity are reduced.</p> <p>The retention, progression and pay gaps that currently exist for those in marginalised groups, particularly in the largest law firms, have closed.</p>	Member use of framework. Feedback on usefulness of the framework. Adoption of framework by members & member businesses. Levels of awareness of framework by members (e.g., through networks). Case studies of adoption of the toolkit – success stories.	<p>The Framework was launched on 28 September 2022. Data, feedback, and case studies to be evaluated over the next three years. Webpage views and engagement statistics are reviewed to inform length and content of future impact stories and future content for the framework.</p> <p>The framework and impact stories have been featured in the Law Society's D&amp;I Update, which is sent to 66,159 recipients and in the Law Society's Professional Update, which is sent to 182,563 recipients.</p> <p>Feedback from over 25 organisations has been that while many know of the framework, respondents do not always appreciate that it contains strategic learning relevant for all sizes and kinds of firms. Members who have used the framework are positive, with many welcoming the focus on a strategic and impact driven approach.</p>
<b>1.2 Bar Council: Equality &amp; Diversity Training for the Bar</b> <p>E&amp;D Training, as well as wider education on Equality Diversity &amp; Inclusion (EDI), across the Bar.</p>	Ongoing	<p>Barristers are informed about their ethical duties with respect to EDI in the Bar Standards Board (BSB) Handbook; barristers and their staff understand the importance of EDI and how EDI issues manifest at the Bar – Barristers are less likely to discriminate.</p> <p>Training is available via Chambers or Bar Council (Open Courses). All barristers and pupils, and chambers staff are able to access training (training is paid for by barristers/chambers).</p>	Feedback is sought on training from participants (improved understanding/ awareness/ intention to take action).	<p>We have a record of all training delivered and monitor feedback.</p>
<b>1.3 Bar Council: Guidance/ Policy Support for the Bar</b>	Ongoing	Chambers' EDI policies and practices exceed minimum	Downloads (guides are available online) and	Feedback on <a href="#">guides</a> is collected.

	On compliance with the BSB's E&D Rules and good practice, including e.g., target setting and EDI programme development.		standards required by the BSB; chambers are informed about good practice.	anecdotal feedback; adaption of template polices into Chambers policies.	
1.4	<b>Judicial Office: Supporting leadership judges to promote inclusive working environments</b>  Leadership judges have been supported in their efforts to promote a more respectful and inclusive working environment within courts and tribunals. Among other things, written guidance and online resources have been developed to help them in meeting their greater diversity and inclusion responsibilities. This has included guidance on recognising and addressing micro aggressions, building cultural awareness, and taking inclusive actions. The online resources also include case studies and suggested actions for leadership judges to consider.	Ongoing	Leadership judges who can promote a more respectful and inclusive working environment within courts and tribunals.	Intranet analytics.  Responses to relevant questions in the Judicial Attitudes Survey.	The 2024 Judicial Attitudes Survey includes additional questions about how judges feel about diversity and inclusion, including the different activities sponsored in this area (since the 2022 survey). There are also new questions on leadership generally. It is anticipated that the survey results will be available in early 2025.  <b>Proposed for 2025</b>  Evaluation of the Judicial Attitudes Survey to inform activity and the development of the Judicial Diversity and Inclusion Strategy 2026-2030.
1.5	<b>Judicial Office: Judicial Diversity and Inclusion Strategy</b>  <b>A five year strategy sets out the ambition, aim and objectives for the judiciary over a five year period. Supported by a Judicial Diversity Committee made up of judges from across the courts and tribunals.</b>	2020-2025 strategy  Annual updates	A structure and public commitments to progress diversity and inclusion within the judiciary.	Annual updates and end of strategy evaluations	The 2024 annual update reporting progress on previous commitment was published in January 2025.  <b>Proposed for 2025</b>  An evaluation as the first Judicial D&I Strategy draws to a close at the year end.  Development of the next five year strategy.
1.6	<b>Law Society: Developing guidance for member firms and organisations</b>  Materials to guide member firms and organisations.  In 2024, new guidance was published: <ul style="list-style-type: none"><li>• To support organisations to improve disability inclusion with digital accessibility.</li><li>• To support Black, Asian or minority ethnic students entering the profession</li><li>• On disability terminology and language</li></ul> Articles were also produced on flexible working, menopause, mental health, and other topics.  Produce case studies on solicitor judges who can talk to their experiences and be role models, including examples of non-litigator solicitors becoming judges.  Ongoing flexible working top tips / case studies.  Raise awareness with large legal employers re availability of judicial path for their fee earners / "retirement planning" packs produced by large firms for their partners.	Ongoing	Set clear expectations for member firms and organisations and provide guidance on good practice.  Raise awareness of judicial path targeted at large legal employers.	Web analytics.  Feedback from members.	Impact of and engagement with guidance is measured through member feedback and web analytics.
1.7	<b>Law Society: Member profiles and role models</b>	Ongoing	Candidates from a wide range of backgrounds see that there are non-traditional routes to	Web and social media analytics	Web and social analytics data is collected and analysed to target messaging and audiences.

	<p>In 2024, the Law Society celebrated 20 years of the <a href="#">Diversity Access Scheme (DAS)</a>, supporting aspiring solicitors with scholarships, mentoring, and work experience – <a href="#">just like Kiera</a>.</p> <p>DAS alumni work across a variety of areas.</p> <p>Many of DAS alumni shared their perspectives on their career journeys, including:</p> <ul style="list-style-type: none"> <li>• <a href="#">Justin's reflections</a> on being your authentic self at work.</li> <li>• <a href="#">Pauline's path</a> to becoming a solicitor later in life.</li> <li>• <a href="#">Bethany's experience</a> of solicitor apprenticeships.</li> </ul> <p>Member profiles were also shared to mark key awareness dates including a member profile of Legal Hero <a href="#">Pauline Campbell</a> for Black History Month and a member profile on Legal Hero <a href="#">Kevin McManamon</a> for Disability History Month.</p>		<p>the judiciary and progressing in their career through role modelling and story-sharing.</p>		
1.8	<p><b>Legal Services Board: Consultation on draft equality and diversity policy</b></p> <p>The LSB aims to consult on draft policy proposals to advance equality and encourage diversity in the legal profession through effective regulation</p>	2025	<p>A clear framework of expectations for regulators of legal services is developed to meet statutory and strategic objectives to advance equality and encourage diversity in the legal profession for the public good.</p> <p>The LSB proposes an ambitious framework that reflects the formal and informal regulatory levers at its disposal to achieve desired outcomes and to drive cultural change in the profession.</p>	<p>Feedback from the consultation will tell us whether our proposed approach is fit for purpose and likely to create effective change</p>	<p>Longer-term robust evaluation plans will be outlined in the consultation material and subject to feedback from respondents. Our review of success measures will be carried out through, for example, the LSB's Regulatory Performance Assessment exercise, as well as other relevant and appropriate channels.</p>
1.9	<p><b>Legal Services Board : Convening cross-sector discussions on effective action to advance equality and encourage diversity at the 2025 Reshaping Legal Services Conference</b></p>	March 2025	<p>A cross-sector dialogue on ongoing issues around equality, diversity, inclusion, and wellbeing in the profession is held and plans to both independently and collectively take steps to addressing these are platformed to support action &amp; increase accountability</p>	<p>Feedback from conference panellists</p> <p>Feedback from conference attendees</p> <p>(Collaborative) Actions agreed and steps to meet these are taken</p>	<p>The conference will be subject to an evaluation process to understand the impact of sessions, as well as actions conference participants will endeavour to take following discussions from sessions. Follow-up discussions with bodies/organisations included in the session will be had to identify progress of any actions or steps taken to address EDI issues in the profession.</p>

**Provide ways to report barriers to getting in and getting on in the workplace and promote best practice.**

	Activities	Timings	Outcome	Outcome indicators	Evaluation
1.10	<p><b>Bar Council: Telephone helpline and online reporting for the Bar</b></p> <p>A telephone helpline (for barristers and pupils facing unequal treatment and chambers/others looking to manage</p>	Ongoing	<p>Barristers &amp; Pupils feel supported and have access to advice and guidance on EDI issues if they face an issue</p>	<p>We do not record calls or incidents on the helplines (confidential service)</p>	<p>We do not record calls or incidents on the helplines (confidential service).</p>

	issues/develop good E&D practices) and AI/online reporting for incidents of discrimination, harassment, and bullying		(reach – 17k barristers and 500 pupils pa).  Chambers have access to advice and guidance in order to improve EDI practice (all chambers/those with a management role in chambers).	therefore cannot track outcomes.	
1.11	<b>Bar Council: Assistance to Bar stakeholders promoting EDI at the Bar</b>  E.g., FreeBar, Black Barristers Network	Ongoing	Bar-based Networks and their members and all stakeholders feel supported and are effective in promoting EDI at the Bar.	Feedback from Networks/Stakeholders and their members.	Feedback collected
1.12	<b>Judicial Office: Senior President of Tribunals' Diversity Taskforce</b>  The Senior President of Tribunals has formed a Diversity and Inclusion Taskforce to implement the Judicial D&I Strategy in the tribunals by providing additional support to leadership judges in a variety of ways, including providing practical initiatives to advance the D&I objectives, and information and resources to support them.	Ongoing	Provision of intranet content for tribunals leadership judges to share good practice in supporting an inclusive environment, leading to wider dissemination of good practice.  An audit of diversity and inclusion initiatives in the tribunals further enables sharing of good practice across the tribunals.  Increased awareness amongst tribunal judges of other career opportunities available to them.  Launch of a Career Development and Progression Scheme for tribunal judges following an initial pilot. Awareness and understanding of the tribunals are increased both within the judiciary and with external stakeholders.	Anecdotal evidence from tribunals leadership judges and tribunals judges.  Sharing of best practice with the Judicial Diversity Committee of the Judges' Council.  Responses to relevant questions in the Judicial Attitudes Survey.	<p>Output of the Taskforce so far:</p> <ul style="list-style-type: none"> <li>• Audit of Tribunal D&amp;I initiatives circulated to support best practice.</li> <li>• Launch of a Career Development and Progression Scheme for tribunal judges.</li> <li>• Input to training for lay JAC panel members to support understanding of tribunals.</li> <li>• Developed guidelines for salaried part time working and job sharing of tribunal leadership roles.</li> </ul> <p><b>Proposed for 2025</b></p> <p>Production of a strategy and annual report for the Senior President of the Tribunals' consideration.</p>
1.13	<b>Judicial Office: Judicial Attitudes Survey</b>  Includes collection of data on inclusive culture and wellbeing	Ongoing	Judges have a forum by which to express their experiences of inclusive culture and wellbeing.	Incremental improvement in positive response rates to questions relating to inclusive culture.	<p>Additional questions on leadership, inclusion and wellbeing were included in the 2024 survey to provide data to allow for better evaluation.</p> <p>Additional diversity monitoring categories were included, which will provide an opportunity to assess whether responses are consistent across different diverse identities.</p> <p><b>Proposed for 2025</b></p> <p>2024 responses will be used to assess the impact of activities intended to extend inclusive practice such as training, provision of reasonable adjustments for disabled judicial office holders, and the impact of local action plans on inclusive culture more broadly. Insight from responses to</p>

					questions on bullying, harassment and discrimination will determine next steps to be taken in 2025.
<b>1.14</b>	<b>Law Society: D&amp;I Forums</b>  D&I forums targeted at D&I practitioners and leads in large law firms and in-house legal departments.	Ongoing; quarterly	D&I practitioners can share best practice to improve performance in their own organisations.	No. of participants.  Feedback.  Monitor RSVPs and engagement on ongoing basis.	Forums provided useful feedback which will inform future initiatives. Feedback is shared with wider D&I team and wider Law Society – attendees are also asked for feedback on areas that they would like further support, and this informs future forum topics.  In 2024, we convened our large firm and in-house communities through a series of roundtables to discuss challenges and share best practice on topics such as what works in D&I, and extended pay gap reporting. Approximately 20-30 people attended each of the forums.
<b>1.15</b>	<b>Law Society: Networks for disabled solicitors, women, LGBTQ+ and minority ethnic solicitors.</b>  These are made up of people identifying with a particular characteristic and those supporting greater inclusion.	Ongoing	Raise awareness, increase visibility, and build a sense of belonging in the profession for solicitors from diverse backgrounds, as well as supporting individuals with informal mentoring and help.  Create and communicate content on a range of issues.	Social media engagement.  Use of content and tools.  Web analytics.  Member survey awareness results.	Women Solicitors Network: LinkedIn group increased from 3,697 members to 4,066 members.  LGBTQ+: LinkedIn group: increased from 3,089 members to 4,188 members.  Ethnic Solicitors Network (ESN): LinkedIn group has 3,280 members.  Disabled Solicitors Network (DSN): LinkedIn group increased from 673 members to 860 members.
<b>1.16</b>	<b>Law Society: Public policy engagement</b>  Use our external influence and representative voice to advocate for policy change to advance diversity in the profession, and by doing so, within legal services and the rule of law.	Ongoing	Engage with the Solicitors Regulation Authority (SRA) / LSB on:  Differential outcomes.  Disproportionate impact of regulatory action.  Solicitors Qualifying Examination (SQE) (in relation to D&I).  Wider engagement (disability)	Examples of input leading to change or development in policy.  Members view of our work in Judicial Diversity – member feedback & awareness levels.	<p><b>Differential outcomes by ethnicity</b></p> <p>The Law Society has engaged with and influenced the SRA research into differences in legal qualification outcomes by ethnicity conducted by the University of Exeter and published in June 2024 by:  The voices and experiences of minority ethnic solicitors through our ESN contribute to the research through the reference group.  Attending the summit in October 2024 to discuss the findings from the report and actions that can be taken to address differential outcomes.  Launched a student webpage to support minority ethnic students interested in a career in law.</p> <p>The Law Society will continue to engage with and ensure the action plan and subsequent SRA work to assess the impact of the SQE considers whether there are any disproportionate impacts on students from underrepresented groups.</p> <p><b>Disproportionate regulatory action against minority ethnic solicitors</b></p> <p>The research has been published by the SRA and the Law Society will engage to discuss the findings and influence the development of an action plan ensuring the voices and experiences of our communities including the ESN continue to feed in.</p> <p><b>SQE in relation to D&amp;I</b></p> <p>Feedback received from candidates on challenges with the process for requesting and the provision of reasonable adjustments was shared with the SRA. The Law Society will continue to share themes and concerns from feedback to strengthen the support given by Kaplan/SRA to disabled students undertaking the SQE.</p>

				<p>Continuing to engage with the SRA to seek data published by SRA on SQE pass rates by provider and type of course/self-study to support both candidates choosing courses but also help target interventions, particularly to support candidates from low socio-economic backgrounds.</p> <p><b>Wider engagement (disability)</b></p> <p>The Law Society also inputted into the Judicial Diversity Forum session on disability declaration rates, supported the Legal Neurodiversity Network engagement with the Buckland Review into Autism in Employment resulting in a case study being included in the report, and assisted the Equality and Human Rights Commission to formulate guidance for hybrid working in small and medium enterprises by engaging members of the Law Society's DSN and Small Firms network.</p>
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**Target programmes to address the remaining barriers to inclusion, focusing on access to the professions and development.**

Activities	Timings	Outcome	Outcome indicators	Evaluation
1.17 <b>CILEX: Scholarship and bursary funding</b>  CILEX aims to facilitate greater participation in legal careers by way of its Scholarship and Bursary Programme funding for its education courses run through the CILEX Foundation.	May –August 2024	Awarding of Scholarships to study the CILEX Professional Qualification (CPQ) and within that Millicent Grant Scholars from particularly under-represented groups.  Awarding of Bursaries to support the study of discrete parts of the CPQ.	Numbers and type of awards made.	Demography and numbers of successful candidates. Tracking progress in supported programmes.
1.18 <b>Judicial Office: A Judicial Reverse Mentoring Scheme</b> to match judges with legal professionals from diverse backgrounds.	2025 cohort to run March to December 2025	To foster greater understanding among the judiciary of the experience of individual lawyers from under-represented groups, and of the barriers faced by under-represented groups in accessing a career in law and in the judiciary.	Positive feedback from both mentees and mentors.  Evidence majority positive outcomes and improvement over time as appropriate.	Evaluation of the 2023 cohort led to increased support resources and evidenced the value of continuing with the scheme.  The 2024 cohort was extended and included Judges from the tribunals totalling 73 overall.  <b>Proposed for 2025</b>  Taking a proactive approach in encouraging judges at the end of their participation in the scheme to mentor on other schemes such as Judicial Outreach Mentoring Scheme.

1.19	<p><b>Judicial Office: Training for new leadership judges</b></p> <p>Includes guidance on role in achieving the aims of the Judicial D&amp;I Strategy. Appointment of leadership experts to conduct a training need analysis, evaluate impact of current leadership training and make evidence-based recommendations for future leadership training programmes.</p>	<p>training year 2023-24 Ongoing</p>	<p>Leadership judges who can promote a more respectful and inclusive working environment within courts and tribunals.</p>	<p>Post-training feedback from delegates to identify usefulness and quality of training.</p>	<p>Five Essential Leadership Programmes were delivered to 76 judicial leaders in the 2023-24 training cycle.</p> <p>Quantitative and qualitative evaluation data were collected from all change leadership and inclusion courses delivered in 2022/23. Delegate evaluation results and feedback were used to inform and enhance future sessions as the training rolled out, and to inform the development and delivery of inclusion training for the wider courts and tribunals judiciary from April 2023 and for coroners from April 2024 and for coroners from 2024.</p> <p><b>Proposed for 2025</b></p> <p>Insights from the training needs analysis are being used to inform the future development of the College's training provision.</p> <p>Feedback is collected for each course and content reviewed ahead of each new cohort.</p>
1.20	<p><b>Judicial Office: Supporting existing leadership judges</b></p> <p>In promoting a more respectful and inclusive working environment within courts and tribunals. Includes online resources to support in meeting their diversity and inclusion responsibilities which includes guidance on recognising and addressing micro aggressions, building cultural awareness, and taking inclusive actions.</p>	<p>Ongoing</p>	<p>Leadership judges who can promote a more respectful and inclusive working environment within courts and tribunals.</p>	<p>Increase in intranet analytic year on year.</p> <p>Incremental improvement in statistics for relevant Judicial Attitudes Survey questions.</p>	<p>Refresh of diversity and inclusion leadership online resources to increase user friendliness and increase engagement. Launch of local inclusion check tool for use by leadership judges to gain a snapshot of local perspectives on inclusion and support action planning.</p> <p>Best practice case studies from leadership judges shared to enhance inclusion.</p> <p>Promotion of wellbeing benefits of leadership judges creating inclusivity through promotion of Mental health Awareness Week, Stress Awareness Month etc.</p> <p><b>Proposed for 2025</b></p> <p>Reviewing responses to 2024 Judicial Attitudes Survey to inform future action.</p>
1.21	<p><b>Law Society: Diversity Access Scheme (DAS)</b></p> <p>Provides scholarships, mentoring and work experience to diverse aspiring solicitors who face financial and other significant challenges in the pursuit of their legal education and career.</p>	<p>Ongoing</p>	<p>Increase in number and proportion of people from financially disadvantaged backgrounds undertaking legal education or pursuing a career in law.</p>	<p>We keep track of how many awardees secure training contracts.</p> <p>DAS alumni sit on the interview panel and on the mentoring programme.</p>	<p>Since its launch in 2004, the Diversity Access Scheme (DAS) has provided 4,000 hours of mentoring and spent £3.5 million supporting 300 talented trainees who face exceptional social, educational, financial, or personal obstacles to qualifying as a solicitor to pursue their career ambitions.</p> <p>DAS alumni work across the breadth of the profession, 19% are in corporate and financial services, 16% in social welfare (immigration, asylum and housing), 10% in family and children, 8% in commercial law and 8% in property law. 39% work in 'other' areas of law.</p> <p>Of the past four cohorts, all the 2020 awardees have secured or have completed training contracts; 70% of the 2021 cohort have secured training contracts; 25% of the 2022 cohort are amassing qualifying work experience whilst the remaining awardees are still completing their studies; and around 20% of the 2023 cohort are amassing qualifying work experience with the remaining awardees completing their studies.</p> <p>15 awards were made in 2024; 10 awardees are studying the SQE and 5 are studying the Legal Practice Course (LPC).</p>

					The interview panel remains made up of DAS alumni, and includes a judge, a solicitor with experience in legal aid, a corporate solicitor from a top 10 City firm; and a real estate solicitor from a London firm.
1.22	<p><b>Law Society: Aspiring solicitors project</b></p> <p>Insights collected by The Law Society from universities, students and firms highlighted the lack of consistent information about entering the profession and the difficulties young people have in transitioning from education to the workplace.</p> <p>A pilot programme has been developed. A group of universities have been invited to take part in the pilot to test new content and activity and help The Law Society measure engagement / interest in such a programme. The selection criteria were based on the following:</p> <ul style="list-style-type: none"> <li>Geographical spread to cover regional and economic variances.</li> <li>Weighting towards non-Russell Group universities.</li> <li>Clearly stated Diversity and Inclusion objectives</li> <li>Contribution to the initial insight gathering exercise and early expression of interest.</li> <li>Validation from senior university faculty staff to encourage engagement with students and support for the project.</li> <li>Strong Local Law Society and / or Junior Lawyer Division groups.</li> <li>Existing Law Society connections.</li> </ul>	Ongoing		<p>The aspiring solicitor project is framed around the following objectives:</p> <ul style="list-style-type: none"> <li>Share good practice and support students' transition into the world of work.</li> <li>To increase engagement with The Law Society and improve understanding of its work.</li> <li>Provide consistent and engaging information about pathways into the legal profession.</li> <li>Inspire students and contextualise learning.</li> </ul>	<p>Activities in 2024 included:</p> <ul style="list-style-type: none"> <li>Launch of new student web hub to bring together information and practical guidance to help students understand the law profession, pathways to becoming a solicitor and ideas and guidance to help them on the way. The site includes checklists, guidance notes and case studies of people who've made the leap to successfully qualifying as a solicitor. Content will be shared with the university pilot group and further ideas considered based on user insights.</li> <li>Virtual event programme: online events focused on helping undergraduates understand the skills and behaviours that are needed to become a successful solicitor. Feedback from attendees has been 'excellent'.</li> <li>In-person university events, the first test event at De Montfort University in Leicester was attended by 120 students and supported by the local Law Society. Further events are scheduled in 2025 to raise the profile of the programme and, more generally, the work of The Law Society. Feedback is gathered from attendees.</li> <li>University e-mail circular – shared with universities in pilot group.</li> </ul> <p>Feedback from pilot universities and students will be gathered along with web analytics to inform potential for scaling activity to a wider audience.</p>

## Priority Area 2

<b>Impact statement</b>	Address barriers to successful applications and identify and eliminate any actual barriers to appointments as operated (including in relation to professional groupings).
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### Encourage candidates from currently underrepresented groups to apply to roles and provide support to develop their skills and experience.

	Activities	Timings	Outcome	Outcome indicators	Evaluation
2.1	<p><b>CILEX: Communications with members</b></p> <p>In order to overcome any negative perceptions about applying for the judiciary, CILEX is continuing to push via its communications with members the possibility of applying for judicial office and the support that can be provided to those wishing to pursue this option.</p>	Ongoing	<p>Email reminders of selection exercises members are eligible for and reminding them of the support available to them via PAJE, CILEX Judicial Academy and Judicial Development Programme (though latter under review, so reference to that reduced at present).</p>	<p>Changing attitudes and intentions of members in feedback to CILEX.</p>	<p>There is evidence that this is working, 85% of CILEX members believed that it was possible for them to become a judge.</p>

2.2	<b>CILEX Judicial Academy</b>  CILEX is developing a Judicial Academy for launch in 2024 to provide a longer pipeline of CILEX members ready with the judicial skillset.	Initial pilot starting in January 2025 with a cohort of 30 participants.	Work continues to develop content & structure for the academy programme with a view to providing confidence building, personal advocacy skills, access to networks, mentoring and a career development plan for legal professionals considering judicial appointment within a 3–5-year timescale.	Applications and development will be monitored by the academy.	The pilot cohort of 30 is starting in January 2025. The Course is expected to last between 18 and 24 months. Feedback and evaluation will be gathered at intervals.
2.3	<b>CILEX: Liaising with Judicial Office for seminars specifically aimed at CILEX members</b>	Ongoing	To organise seminars with the Judicial Office to encourage CILEX members to apply for the Judiciary. Using a mixture of Judges who are CILEX Judges, fully aware of the CILEX route, to address issues specific to CILEX members, using inclusive language, and ensuring CILEX members genuinely consider judicial appointment to be an option, and giving them tools to navigate the application process and ability to work in the judiciary.	Sign-ups for seminars; feedback from seminars, understanding whether they have made CILEX members more or less likely to consider applying for judicial appointment	Feedback. Consider live feedback in seminar, or feedback after the event.
2.4	<b>Judicial Appointments Commission/ Judicial Office: Targeted Outreach Programme</b>  Established in September 2020, as a pilot, to focus on the progression and recommendation of four key target groups (women, ethnic minority people, disabled people, and solicitor candidates) across five, senior salaried court and tribunal roles (High Court, Deputy High Court Judge, Recorder, Circuit Judge and Upper Tribunals) and their main fee-paid pipelines. The team, separate from assessments and decisions, engages with candidates from these under-represented groups.  Support includes consultations with a former JAC Commissioner, further discussions with a judicial guide, who is familiar with the JAC selection exercise process, as well as signposting to supporting schemes from JDF partners. The programme was made permanent in April 2023 and expanded to include all legal exercises, with streamlined ways of working to support a wider pool of candidates. The programme is currently supported by 8 former Commissioners, from the JAC Commission Board.  The Judicial Guide scheme, which launched in January 2021 to provide additional support to candidates, has also expanded. The scheme has 174 accredited volunteer judicial guides, with almost 300 candidates benefiting from support to date.	Ongoing  Review the Targeted Outreach Programme after two years following its re-launch and expansion.	Increase the number of candidates from target groups being successfully recommended for judicial appointment, as well as the progression of candidates in like-for-like selection exercises.	A candidate's progress is tracked by the Targeted Outreach team, monitoring the progression, recommendation, and satisfaction rates throughout their journey on the programme. The data includes: <ul style="list-style-type: none"><li>• The total number of candidates on the programme and how long they have been supported for, including where candidates have received support from a judicial guide.</li><li>• The shortlisting and appointment rate of Targeted Outreach candidates before and after joining the programme, to assess</li></ul>	Since its inception in November 2020, the programme has received over 950 applications, of which 526 candidates are taking part in the programme and receiving support from a Commissioner, and/or a judicial guide. Of accepted candidates, 71% are women, 61% ethnic minority, 18% declared a disability and 66% are solicitors.  Monitoring and evaluation were embedded throughout the pilot, using the JAC digital platform to track candidate performance through every stage of selection exercises. This approach is continuing following the relaunch of the programme.  58% of Targeted Outreach participants who have been on the programme for at least 12 months and made at least one application, have reached a selection day, or been recommended to a judicial role.  29% of Targeted Outreach participants who have been on the programme for at least 12 months and made at least one application have been successfully recommended to a judicial role since joining the programme.  Since the programme's inception, female ethnic minority solicitors on the Targeted Outreach programme (3 of 4 of our target groups) have been appointed at rates approximately two and a half times higher than the comparator group of candidates with those characteristics over the last three years.

	<p>The key priorities for 2025 include:</p> <ul style="list-style-type: none"> <li>• A new pilot support programme, focused on progressing unsuccessful candidates at selection day to help overcome barriers to judicial appointment.</li> <li>• Internal research and analysis will also be undertaken to improve outcomes for key priority groups, including black lawyers, CILEX lawyers and the intersection of social mobility as a factor in progression.</li> </ul>			<ul style="list-style-type: none"> <li>• the impact of the support provided.</li> <li>• Comparing the success rates of candidates on the programme with the wider pool of judicial applicants of similar characteristics.</li> </ul> <p>We also qualitatively measure candidate experience of the programme.</p>	<p>Focus on user-led insight and sharing of expertise, to include development of Guide led training segments and newsletter features that optimise cadre knowledge and experience.</p>
2.5	<p><b>Judicial Appointments Commission: Candidate resources</b></p> <p>We continue to broaden the range of free resources available on our website to help candidates from all backgrounds prepare for application and apply when they are ready. This includes the publication of preparation guidance for candidates taking a qualifying test (published November 2024), and guidance packs containing details of the different JAC selection tools and advice from previous candidates. In 2024 we reviewed and enhanced the practice qualifying test tool on the JAC website, which now provides candidates with the option of reviewing the correct answers, and we will continue to be informed by candidate and stakeholder feedback when developing candidate resources.</p> <p>As part of the JAC's 2024-27 Business Strategy, we have committed to enhancing the JAC website to encourage and support a wide range of candidates to submit strong applications. We will provide further resources and preparatory tools, greater clarification, and transparency on each stage of the selection process, and details about judicial pathways. We will continue to enhance the layout and navigation to help candidates locate information more easily.</p>	Ongoing	<p>A diverse range of candidates engage with the resources and feel better informed and well prepared to make an application to a JAC selection exercise.</p> <p>Candidates from a wide range of backgrounds feel assured that there are non-traditional routes to the judiciary and are inspired to apply for JAC selection exercises.</p>	<p>Quantitatively measure the level of engagement with candidate resources through indicators from website statistics.</p> <p>Qualitatively measure the impact of the resources on candidates, for example through candidate feedback from outreach events.</p>	<p>A direct impact is difficult to ascertain. However, statistics from our website are useful in indicating the reach of, and the level of engagement with, JAC candidate resources. Website statistics will be collated throughout 2025 to measure the reach of these documents.</p> <p>Between January 2024-November 2024, our 'Prepare before you apply' page of candidate resources has been viewed 11,428 times. In the same timeframe, the 'Pathways to the Judiciary' case study series has been viewed 342 times (statistics correct as of 26/11/2024).</p> <p>Between January 2024-November 2024, the Practice Qualifying Test tool has been viewed 15,062 times (statistics correct as of 26/11/24).</p> <p>The JDF's joint Work Programme for Qualifying Tests (see later entry) includes actions for the JAC and partners to enhance candidate resources around the Qualifying Test stage.</p>
2.6	<p><b>Judicial Appointments Commission: Outreach and engagement activities</b></p> <p>We will continue to deliver our extensive programme of outreach activities to ensure that candidates from a wide range of backgrounds are able to engage with current and future selection processes. This activity includes providing support for outreach events on specific JAC exercise vacancies (e.g., Deputy District Judge) as well as targeted outreach events to promote judicial careers more broadly to groups underrepresented in the judiciary, for example solicitors and ethnic minority people.</p> <p>We also run outreach events specifically tailored to groups such as Crown Prosecution Service (CPS)/Government Legal Department (GLD) lawyers and legal academics, which highlight possible pathways to the judiciary and explain any specific eligibility restrictions.</p> <p>We will continue to support the delivery and development of the Pre-Application Judicial Education (PAJE) Programme. The JAC presents at workshop 4 of each series, providing the participants</p>	Ongoing	<p>Encourage individuals from underrepresented backgrounds to consider applying for judicial roles and are adequately prepared to make an application.</p>	<p>We track the number of outreach events attended by JAC staff and Commissioners, and the number of prospective candidates attending these events.</p> <p>For key exercises, we track the percentage of candidates applying who have attended an outreach event in advance.</p> <p>We also measure qualitative data in the form of candidate feedback from outreach events.</p> <p>Ensure our outreach is tailored and targeted where it is most needed, is reaching</p>	<p>In the 2024 calendar year, the JAC spoke at 37 stakeholder events with a focus on outreach targeted at encouraging individuals from underrepresented backgrounds to consider applying to judicial roles. Prospective candidates are provided with information about the JAC selection process, preparation guidance and signposting to further support programmes. These events are well-attended, with Judicial Office-run outreach seminars for the Deputy District Judge (DDJ) exercise attracting over 750 attendees. Of those who applied for the DDJ exercise, 32% declared that they had attended an outreach event.</p> <p>We continue to contribute to a range of outreach events, including smaller bespoke sessions, for example, in September 2024 we supported a seminar to demystify the judicial appointments process, with a focus on targeting disabled candidates.</p> <p>We continue to receive positive feedback from attendees at outreach events and are combining in-person and remote outreach events in response to candidate and stakeholder feedback and adapting our content to meet the needs of applicants.</p>

	<p>with information on the JAC process and the competency framework.</p> <p>As part of the JAC's 2024 – 2027 Business Strategy we have committed to reviewing our approach to ensure we are attracting the widest possible fields of suitably qualified candidates. We will place a particular focus on broadening our reach to new candidate pools of black lawyers, those from underrepresented professional backgrounds – including chartered legal executives – and those from lower socio-economic backgrounds.</p> <p>We will also review our communications and outreach approaches, with the implementation of a new Communications and Engagement Strategy.</p>			<p>broad audiences, is combating myths, and is focusing on explaining the fairness and transparency of our processes.</p>	<p>The JAC Commission has approved a new Communications &amp; Engagement strategy, aligned to our new Business Strategy with a focus on tailoring our outreach activities enhancing the support offered to candidates.</p>
2.7	<p><b>Judicial Appointments Commission: Explore the potential barriers facing neurodivergent candidates.</b></p> <p>Explore with candidates, judges, and experts the potential barriers facing neurodivergent candidates within our processes. Commission research to better understand the requirements of neurodivergent individuals and ensure our processes are inclusive, accessible, and fair.</p>		<p>JAC processes are inclusive, accessible, and fair to neurodivergent candidates.</p>	<p>JAC processes reflect best practice in recruitment and appointment for neurodivergent candidates. Qualitative feedback shows neurodivergent candidates have received the appropriate support to allow them to fairly participate in our processes.</p> <p>JAC monitor and regularly implement lessons learnt to further improve support and guidance for neurodivergent candidates.</p>	<p>Commissioned external research and evaluation to assess whether JAC processes are in line with best practice and to advise on areas for potential improvement.</p>
2.8	<p><b>Judicial Office: Judicial Work Shadowing Scheme.</b></p> <p>The Judicial Work Shadowing Scheme gives eligible legal practitioners who are considering a career in judicial office an opportunity to talk to or shadow a judge. The interaction can cover any aspect of a judge's work, both in and out of court and allows participants an insight into a judicial role.</p>	Ongoing	<p>Improved understanding among potential applicants of the work of a judge.</p> <p>Increase in diversity of legal professions applying for and securing their first judicial appointment and mirroring that success back at other lawyers and those wishing to pursue a legal career.</p>	<p>Continuing feedback from those who have been on the scheme.</p> <p>Data from JAC applications indicating previous participation in the scheme.</p>	<p>In the previous 12 months (to December 2024) 445 lawyers participated in the scheme; 33% of participants were black, Asian or minority ethnic; 65% female; 81% non-Barristers.</p> <p>Early returns of new evaluation feedback show most participants have rated the experience as excellent and indicated that it has encouraged them to apply for a judicial role.</p> <p><b>Proposed for 2025</b></p> <p>In addition to the number taking part, the profile of participants will be tracked in 2025.</p> <p>Evaluation is ongoing regarding number subsequently appointed as judges and whether the scheme enabled them to decide whether to apply to be a judge.</p>

2.9	<p><b>Judicial Office: Judicial Mentoring Scheme.</b></p> <p>The Judicial Mentoring Scheme offers lawyers from under-represented groups the chance to be mentored by a judge. The mentoring provides a safe environment to discuss issues inhibiting application to judicial office, establish what skills and experiences are needed to support application and to identify what further development may be required prior to application.</p>	Ongoing	<p>Applicants from under-represented groups are better prepared for selection processes; leading to, increase in diversity of legal professions applying for and securing their first judicial appointment and mirroring that success back at other lawyers and those wishing to pursue a legal career.</p>	<p>Continuing feedback from those who have been on the scheme.</p> <p>Data on comparative success rates among those who have taken part.</p>	<p>During 2024 the demand outstripped supply for the scheme. This led to temporary closure while outstanding applicants were matched and to allow a review of the scheme.</p> <p><b>Proposed for 2025</b></p> <p>Review due to conclude March 2025. Changes being considered include:</p> <ul style="list-style-type: none"> <li>• Mentees to be matched to any jurisdiction to better enable supply of mentors to meet demand.</li> <li>• Moving to a cohort approach with specified intake dates. This will allow more co-ordinated support to be made available to mentees.</li> </ul>
2.10	<p><b>Judicial Office: Judge-led Pre-application seminars.</b></p> <p>Judge-led pre-application seminars are held throughout the year to encourage applicants and help them understand the work of the chamber/jurisdiction. They provide up to date guidance and advice on the selection process and judicial roles. The seminars are facilitated by the Judicial Office and supported by members of the judiciary, JAC staff and/or a JAC commissioner. Seminars support the Judicial Appointment Commission's recruitment programme, and each seminar is linked to an individual recruitment campaign (e.g., Recorder).</p> <p>Additionally, seminars targeted at individual audiences (e.g., CILEX, CPS lawyers) and will feature judges relevant to the role being recruited, or from the target audience.</p>	Ongoing	<p>Increased number of well-evidenced applications per exercise.</p> <p>Applicants from under-represented groups are better prepared for the selection process.</p> <p>Increased diversity in applications for first judicial appointment and greater awareness raising of judicial opportunities amongst legal professionals especially those from under-represented groups and those who have taken a less conventional path into the legal profession e.g., legal executives.</p>	<p>Increase in well-evidenced JAC applications.</p> <p>Data from JAC applications indicating previous participation in the scheme.</p>	<p>There has been an increase in the number of seminars offered during 2024. 19, compared to 15, in 2023. 5,452 participants signed up to attend seminars during 2024 (compared to 2015 in 2023).</p> <p>30% of attendees identified as an ethnic minority, 6% identified as disabled, 64% as non-barristers, 70% as attended a UK state school.</p> <p><b>Proposed for 2025</b></p> <p>We are currently planning seminars for 24/25 Q4 exercises. A programme of targeted outreach events will take place offering in person and online engagement.</p> <p>Evaluation is ongoing regarding numbers subsequently appointed as judges and whether the seminars enabled participants to decide whether to apply to be a judge.</p> <p>The number of bespoke seminars targeted at underrepresented legal professionals encouraging interest in the judiciary.</p>
2.11	<p><b>Law Society: Diversity Access Scheme (DAS)</b></p> <p>See action 1.20</p>				
2.12	<p><b>Law Society: Judicial exercise support</b></p> <p>Providing support through online webinars and guidance to assist solicitors in preparing for judicial exercises.</p>	Ongoing	<p><i>Short-term:</i> Participants feel more confident and prepared when applying for judicial roles.</p> <p><i>Long-term:</i> More solicitors are appointed to the judiciary.</p>	<p>Number of attendees at webinars.</p> <p>Web analytics.</p>	<p>In 2023, we held a 'career pathways' webinar, featuring a panel consisting of Lady Rose, Justice of the Supreme Court, JAC Lay Commissioner, Jane Furniss CBE, and Judge Mulready (First Tier Tribunal Judge, Immigration and Asylum Chamber) for Law Society members to learn about the judicial selection process, the required competencies for judicial roles and required preparation.</p> <p>The webinar attracted 378 registrations with 222 attendees on the day.</p> <p>There were 33 responses to the feedback questionnaire. Average (mean) scores out of 5 were:</p> <ul style="list-style-type: none"> <li>• online classroom 4.6.</li> <li>• content 4.8.</li> <li>• speakers 4.9.</li> <li>• pacing of event 4.7.</li> <li>• navigating Law Society Learning 4.3.</li> </ul>

					<ul style="list-style-type: none"> <li>• booking process 4.5.</li> </ul> <p>Thirty-two out of 33 said they would recommend the event to a friend/colleague, 31 out of 33 said they would use the content of the event to assist in judicial application</p>
2.13	<p><b>Law Society: Solicitor Judges events</b></p> <p>In early 2025, the Solicitor Judges Network (SJN) will host two in-person regional events for members to develop skills and confidence for judicial selection exercises.</p> <p>In autumn 2024, the Law Society held a roundtable with the Lady Chief Justice and fee-paid and salaried judges from a solicitor background to examine their experiences of judicial selection processes, as well as challenges they face as members of the judiciary. Two events scheduled in early 2025 in Leicester and Leeds.</p>	Ongoing	<p><i>Short-term:</i> Encourage solicitors from diverse backgrounds and with varied experience to apply for judicial posts.</p> <p><i>Long-term:</i> Increase the number of solicitors who become judges. Advocate for greater judicial diversity overall. Use insights to highlight any barriers with key policymakers and stakeholders.</p>	<p>Attendance and feedback from in-person events. Report summarising contributions from the roundtable</p>	Feedback from these events will be used in order to inform future seminars and the development of digital resources.
2.14	<p><b>Law Society: on demand training</b></p> <p>Development of top tips for solicitors to succeed in the application process (to get you to interview stage) – paid training / on demand course.</p> <p>Webinar / on demand recording: Q&amp;A with panel of solicitor judges on how they navigated the selection process x1</p>	Ongoing	<p><i>Short-term</i> To support solicitors through the application process with accessible tips and guidance</p> <p><i>Long-term</i> To encourage more successful solicitor applications</p>	<p>Numbers of attendees</p>	Post event feedback survey
2.15	<p><b>Law Society: Becoming a Judge Scheme workshops</b></p> <p>Becoming a Judge scheme for Black, Asian, and ethnic minority solicitors interested in a judicial role. This involves professional coaching as well as support from sitting judges.</p>	Ongoing	<p>Increase number of solicitors from minority ethnic backgrounds who become judges.</p>	<p>Participant satisfaction feedback survey.</p>	Monitor delegate feedback. In 2024 feedback was collected through a survey of participants between 2021 and 2023. Of those that completed the survey, 67% expressed increased interest in applying for judicial roles, 92% felt their understanding of the application and appointment process had increased; and 84% felt better prepared for judicial appointments.
2.16	<p><b>Law Society: Judicial interview workshop</b></p> <p>Runs six times a year and provides advice and practice for judicial interviews.</p>	Ongoing	<p><i>Short-term:</i> Participants feel more confident and prepared in advance of interviews for judicial roles.</p> <p><i>Long-term:</i> More solicitors are appointed to the judiciary.</p>	<p>Number of participants. Participant feedback.</p>	Each session hosts up to 8 attendees.
2.17	<p><b>JDF (led by Ministry of Justice): Pre-Application Judicial Education (PAJE) programme</b></p>	Ongoing.	<p>PAJE's objective is to support talented lawyers from under-represented groups to feel</p>	<p>Over 90% of participants that provided feedback this year considered that the</p>	<p>In 2023-24, 99% of PAJE participants had at least one characteristic underrepresented in the judiciary. Of the 178 PAJE participants who</p>

<p>PAJE supports talented lawyers from underrepresented groups to feel more equipped, confident, and prepared when considering applying for a future judicial role.</p> <p>It is run jointly by members of the JDF, with course design supported by Judicial Office/Judicial College, course delivery overseen by the three professional bodies and administration shared between the professional bodies and the MoJ. The programme consists of a series of online presentations and four judge led workshops based on the skills required by judges. The JAC attend workshop four to ensure candidates are briefed on the selection process.</p> <p>During 2024-2025, PAJE plans to run three courses.</p> <p>During 2024-25 MOJ plans to work with partners to update PAJE, reflecting the experience of the first five years and increasing the focus on those groups which remain most underrepresented in the Judiciary, most likely particular ethnic groups.</p> <p>During 2024-25 MoJ will work with JDF partners to ensure the different outreach programmes currently offered, including PAJE, are better co-ordinated, to reduce duplication and make it easier for potential participants to understand the options to develop their skills.</p>	<p>PAJE plans to run three courses in 2025</p>	<p>more equipped, confident, and prepared when considering applying for a future judicial role. PAJE has also commenced monitoring the social background of participants and will develop indicators this year.</p>	<p>programme had fulfilled its objectives and made them better prepared to apply for the judiciary.</p> <p>At least 90% of PAJE participants have at least one characteristic currently under-represented in the judiciary.</p> <p>A growing proportion of PAJE applicants subsequently apply for judicial office.</p> <p>Participants progress further in the selection process following their participation in the programme than comparable applicants who have not participated in PAJE.</p>	<p>attended a course since 2023-24, 79% were women, 45% from an ethnic minority background and 11% were disabled.</p> <p>For the 779 participants who completed PAJE at least a year ago, 550 (71%, up from 68% in 2022-23) have since applied for a judicial role.</p> <p>23% (124 participants) of those have been recommended for appointment, up from 20% a year earlier.</p> <p>Asian and black PAJE participants are shortlisted and appointed at higher rates than those who had not completed PAJE in the comparator group, over the last three years.</p>
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#### Ensure selection processes are fair, and do not specifically deter candidates from underrepresented groups.

Activities	Timings	Outcome	Outcome indicators	Evaluation
<p><b>2.18 Judicial Appointments Commission: Selection process activity</b></p> <p>We will continue with our activities to ensure application processes are open and fair, including continuing to monitor target group progression at every stage for all exercises, continuing to implement name blind sifting in all our sifting tools, undertaking equality-proofing of all shortlisting and selection materials (including via our independent advisory group) and employing the <a href="#">equal merit provision (EMP)</a> at shortlisting and selection stages.</p> <p>As part of the JAC's 2024 – 2027 Business Strategy we have committed to reviewing our approach to EMP, and working with external experts to review our selection methods used in our largest exercises including exploration of any potential alternatives.</p>	<p>Ongoing</p>	<p>This activity ensures that we continue to take all measures possible to support the aim of increasing diversity in the judiciary.</p> <p>Application processes for JAC selection exercises are open, fair, and free from bias, ensuring that we can meet our statutory duty to select solely on merit.</p> <p>This activity will also ensure that candidates have confidence in the integrity of JAC processes.</p>	<p>As JAC selection process activity covers a range of initiatives, and progress is measured in a number of ways:</p> <ul style="list-style-type: none"> <li>The progression of target candidate groups is monitored at key stages in the selection process.</li> <li>The number of candidates progressing as a result of EMP each year is also monitored and reported on in the annual report.</li> <li>Candidate feedback is collected following each key stage of the selection process, which measures candidate</li> </ul>	<p>As JAC selection process activity cuts across of a range of initiatives, it is difficult to clearly pinpoint the direct impact of this activity. However, the impact of individual initiatives can be measured e.g., the number of candidates progressing as a result of EMP each year. In 2023-24, the equal merit provision was applied at the shortlisting stage in six exercises, resulting in 94 candidates proceeding to the next stage of the selection process. The equal merit provision was applied at the selection stage in six exercises, resulting in 17 recommendations.</p>

				experience of the process, identifies levels of candidate confidence in the selection tools, and captures diversity monitoring information.	
2.19	<p><b>Judicial Appointments Commission: Review of Statutory Consultation</b></p> <p>In March 2022 we published the independent review into the operation of Statutory Consultation and the Commission's response to the review working with Judicial Office and JDF partners. It found that evidence-based Statutory Consultation can support selection panels in assessing candidates, and that there is no direct evidence that the process impacts disproportionately on recommendations for appointment for any group. The Commission has been taking forward recommendations made in the review from September 2022 as part of a revised approach to Statutory Consultation within the existing statutory framework.</p> <p>The MoJ will also review the evidence of any impact arising from changes to Statutory Consultation that are being trialled in judicial recruitment with a focus on the large fee paid exercises.</p>	<p>Review completed in Spring 2022. Implementation of review recommendations is ongoing.</p>	<p>Most new entrants to the judiciary will be via exercises where Statutory Consultation will likely be waived.</p> <p>Candidates from target groups feel more confident in applying for judicial appointment knowing that Statutory Consultation has not been found to have any disproportionate impacts, having been independently reviewed and with recommendations implemented.</p>	<p>Is there any observable increase in target group representation in applications overall for exercises post-implementation of recommendations?</p> <p>Is there a noticeably bigger shift in target group applications in exercises that Statutory Consultation has been agreed to be waived?</p>	<p>Recommendations from the review have been implemented for exercises launching from September 2022 onwards. Therefore, adequate data is not yet available to measure the impact. It is anticipated that the revised approach to the operation of statutory consultation, introduced in 2022 will be evaluated early in 2025 after a sufficient period of time and range of exercises have completed.</p> <p>When available, the evaluation of this evidence will be considered by the Lord Chancellor, who has responsibility for the legislation which underpins Statutory Consultation and ultimately, will make the decision on whether statutory changes should be sought.</p>
2.20	<p><b>Judicial Appointments Commission: Fair selection training</b></p> <p>JAC panel members are briefed on fair selection before each stage of a selection exercise. This training is aimed at mitigating any bias and covers the assessment of transferable evidence from different professional and judicial backgrounds. The JAC is currently undertaking a review of the fair selection training and will consider improvements that can be made for future selection exercises.</p>	Ongoing	<p>The training provided mitigates the negative effects of potential bias amongst selection panels and equips panel members with the skills to assess candidates and transferable evidence against JAC competency and skills and abilities frameworks. This training ensures that all candidates are assessed fairly and objectively.</p>	<p>Qualitatively analyse feedback on the effectiveness of the training from panel members.</p>	<p>All panel members receive fair selection training before an exercise begins. We are aiming to refresh this training, including specific information on supporting neurodivergent candidates and tailoring our support for smaller exercises. We will be working with panel members to understand how to improve this training and further development of panel member support.</p> <p>All lay panel members receive regular appraisals, which include fair selection.</p>
2.21	<p><b>Judicial Appointments Commission: Assessment panel diversity</b></p> <p>We operate a panel gender balance policy and since September 2021 we have monitored the ethnic diversity of panels across the rolling selection exercise programme, inclusive of both lay and judicial panel members.</p> <p>We work closely with the Judicial Office to ensure we convene balanced panels across each exercise, aiming for ethnic diversity in line with the latest ONS data on ethnicity in the population of England and Wales (<a href="#">Census 2021</a>, ONS). Over the</p>	Ongoing	<p>This initiative aims to ensure that judicial recruitment panels are representative of wider society, with transparent reporting providing candidates and the public with the reassurance that our processes are fair and free from bias.</p>	<p>The ethnic composition of panels for each exercise, and at an aggregated level for selection exercises concluding in the financial year, is tracked in two ways:</p> <ul style="list-style-type: none"> <li>Representation: The percentage of panellists who are from an ethnic</li> </ul>	<p>We have increased the diversity of our cadre of lay panel members through tailored outreach. 74% of our lay panel members are female and we achieve a gender mix on almost every panel convened. 19% of our lay panel members are ethnic minority and 13% of lay panel members declared a disability. We will continue to closely monitor and evaluate this in the next 12 months.</p> <p>Panel ethnic diversity findings for the current selection exercise programme were published in the 2023-24 Annual Report. 375 (lay and judicial) panel members were engaged by the JAC to assess candidates across the 35 selection exercises making up the 2023-24 programme. 16% (52) of panel members declared as ethnic minorities, based on declared</p>

	<p>past two years, focused action has actively increased lay panel ethnic diversity for senior competitions such as High Court and Deputy High Court competitions. Since 2022, the JAC has reported panel diversity findings in its Annual Report.</p> <p>Work with MoJ to consider whether the JAC lay panel member role could be incorporated as a public duty.</p> <p>Ongoing activity to recruit, retain, and train lay panel members. Trialling new approaches to outreach with the aim of developing sustainable future pipelines of diverse lay panel members.</p>			<ul style="list-style-type: none"> <li>minority background.</li> <li>Participation: The percentage of candidate assessments undertaken by at least one ethnic minority panel member.</li> </ul>	<p>ethnicity data (86% declaration rate – 322 declared). Overall, 15 of 35 exercises saw over 17% ethnic minority representation on panels.</p> <p><b>Caveat to overall performance against the 17% target:</b></p> <p>Over half of all exercises evaluated (22) used single panels comprised of four people or fewer.</p> <p>While our target is 17%, in practice, we have limited opportunities to meet this when only one panel is engaged for a selection exercise.</p> <p>7 of the 14 exercises with more than four panel members (50%) met the 17% target.</p>
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#### Use data to identify remaining barriers and track impact.

Activities	Timings	Outcome	Outcome indicators	Evaluation
<b>2.22 Law Society: Solicitor judges roundtable</b> <p>In Autumn 2024, the Law Society held a roundtable with the Lady Chief Justice and fee-paid and salaried judges from a solicitor background to examine their experiences of judicial selection processes, as well as challenges they face as members of the judiciary.</p>	Autumn 2024	Use insights to highlight any barriers with key policymakers and stakeholders.	Report summarising contributions.	Two events scheduled in early 2025 in Leicester and Leeds
<b>2.23 Judicial Appointments Commission: Qualifying Test qualitative Research and Work Programme</b> <p>The JAC completed a two-year research project with JDF partners, looking into the performance and progression rates of target group candidates on its online qualifying tests (QT), in 2023. Responding to the findings, the JAC and JDF partners agreed a collective work programme for 2024-25, which consists of a coordinated set of actions aiming to reduce barriers for groups with lower success rates at the QT stage. <a href="#">The work programme</a> was published in March 2024, alongside a summary of the research. The work programme sets out actions for all organisations under four headings: Communication, Resources, Process and Feedback.</p> <p>To date, progress has been made against all four areas, including, for example, the publication of a new dedicated <a href="#">QT Preparation Guidance and Resources webpage</a> (Resources) and an extension to the time limit for QTs, from 40 minutes to 50 minutes (Process). Further details regarding progress against the work programme will be published in the JAC's next Diversity Update.</p> <p>For the year ahead, JDF partners will continue to complete remaining work programme actions, and the JAC will collect data to assist with evaluating the impact of the changes.</p>	<p>Completion of QT Work Programme: 2024-25</p> <p>Evaluation of changes made post QT research: Autumn-winter 2025</p>	<p>Improvements made to the QT process as a whole, including communication to candidates, preparation materials, test questions, test practical arrangements, and feedback to candidates, will improve the success rates of ethnic minority candidates and non-barrister background candidates at the QT, closing the gap in success rates to white and barrister candidates respectively.</p> <p>The improved messaging and resources available to assist preparation for the QT will also improve candidate perceptions of the fairness of this selection tool and encourage candidates who are unsuccessful at the QT stage initially to apply again in the future.</p>	<p>We will track the success rates for these groups on each QT, and measure how the gap in success rates changes over time.</p> <p>We will also measure performance of target groups on the individual components of each QT (Situational Judgement Test and Critical Analysis Test) to understand which component is seeing improvement.</p> <p>We will conduct bespoke evaluation methods for each element of the work programme to attain an understanding of its impact. For example, the number of visits to new webpages, and candidate feedback received relating to specific elements.</p>	<p>Since monitoring of individual Situational Judgement Test (SJT) question performance by ethnicity began in 2020, the performance gap between ethnic minority and white candidates on the SJT has reduced by over a third (35%).</p> <p>With the introduction of enhanced question monitoring in November 2022, accounting for differences in professional background, the performance gap between barrister and non-barrister candidates on the SJT has reduced by over a half (53%).</p> <p>Since the change in weighting for the two components (SJT and CAT), from 50/50 to 60/40 in favour of the SJT, subsequent QTs for the 3 large fee-paid exercises (Deputy District Judge, Fee-paid Judge of the First-tier Tribunal/Employment Tribunal and Recorder) have all seen a reduction in the success rate gap for ethnic minority candidates to white candidates, by an average of 14%, and for black candidates specifically to white candidates by an average of 28%. It is, however, too small a sample of exercises as yet to be sure as to the impact of this change.</p> <p>We will report on the impact that changes from the implementation of the JDF QT work programme have had once an appropriate period of time has elapsed.</p>

### Priority Area 3

<b>Impact statement</b>	Eliminate structural barriers in access by different professional groups to the judiciary
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#### Bring in untapped talent from professional groups that have faced barriers to applying for judicial roles.

	<b>Activities</b>	<b>Timings</b>	<b>Outcome</b>	<b>Outcome indicators</b>	<b>Evaluation</b>
3.1	<p><b>Ministry of Justice: Work to remove barriers for employed lawyers considering fee-paid judicial office</b></p> <p>This includes identifying changes that can be made which will make it more likely that employers will support staff who apply to become fee-paid judges.</p>	End of 2025	<p>Lawyers who are employed feel more confident that they can apply for judicial office without detriment to their employment and their employers will be more prepared to support them to do so.</p>	<p>The number of applicants from employed sectors of the legal profession increases for fee paid judicial office, tracked through the diversity of the judiciary report from 2025/26 onwards.</p> <p>An increase in the proportion of employed lawyers applying for development programmes (PAJE, Targeted Outreach etc) demonstrated by survey completion.</p> <p>Overall diversity statistics for applicants increases over time due to higher applications from the more diverse employed sector of the legal profession, as measured by JAC data.</p>	Work ongoing during 2025.
3.2	<p><b>Ministry of Justice: Work to review the barriers faced by professional groups such as legal academics and those regulated legal professions who are not currently eligible for judicial office</b></p> <p>Following feedback from JDF in November 2024, undertake broader consultation and consider options.</p>	End of 2025	<p>Identify options to allow legal academics to apply for a wider range of judicial office. Identify whether there is interest among membership of the remaining legal professions regulated by the LSB in becoming judges and the options to implement a change.</p>	<p>Complete evaluation of options and discuss with key stakeholders.</p>	Work ongoing during 2025.

#### Provide opportunities to candidates from these groups and provide support to aid their success in applications.

	<b>Activities</b>	<b>Timings</b>	<b>Outcome</b>	<b>Outcome indicators</b>	<b>Evaluation</b>
3.3	<b>Bar Council: Promotion of and support for mentoring (around judicial appointments) by Bar-based stakeholders for the Bar</b>	Ongoing	Barristers who are unable to access advice and support for a mentor for judicial appointment by any other	Those needing a mentor are matched with a mentor.	Feedback.

			means (e.g., Chambers/SBA or other) are able to access a mentor.	Those matched with a mentor are satisfied with the support provided.	
3.4	<b>CILEX: Promoting the options for judicial careers to members from non-traditional backgrounds</b>  CILEX has always been active in promoting the options for judicial careers to members from non-traditional backgrounds, including actively encouraging these members to apply for the Pre-Application Judicial Education scheme. Of those previously taking part in CILEX's (under review) Judicial Development Programme (JDP), 72% were female, 11% were ethnic minorities and 9% consider themselves to have a disability. Recognising that members with these protected characteristics can often face financial constraints.	Ongoing	We want to increase the number of Chartered Legal Executives that participate in PAJE and ultimately increase the number in comparison to current judiciary.	Number of Chartered Legal Executives that participate in PAJE.	8% of PAJE participants in 2021/22 were Chartered Legal Executives, in comparison to 1% of the current judiciary as of April 2022.  Work continues to increase awareness of PAJE and to encourage applications.
3.5	<b>Judicial Office: Flexible Deployment and Assignment Framework</b>  The Flexible Deployment and Assignment Framework provides for increased opportunities to deploy judges between jurisdictions. In devising the Policy, particular regard has been had to the importance of encouraging diversity in the judiciary. Under the framework judges may be deployed for the purposes of professional development.	Ongoing	More judges have opportunities to broaden and develop expertise through deployment into other jurisdictions.	Monitoring of take-up and effects of cross deployment exercises.	Work has progressed to deploy judges flexibly into various jurisdictions where a business need has been identified. This may support judges' career development. 15 such exercises occurred in 2024.  <b>Proposed for 2025</b>  Throughout 2025, the senior judiciary with the support of JO, will continue to explore opportunities for flexible deployment and to monitor its success in terms of supporting capacity needs across the Courts and Tribunals.  Ongoing over three years.
3.6	<b>Judicial Office: One Judiciary</b>  A programme of work to bring the courts and tribunals judiciaries closer together, in order to achieve a united and cohesive judiciary and to share resources between jurisdictions. One Judiciary will provide greater opportunities for flexible deployment between jurisdictions, supporting the development of judicial office holders. One Judiciary will also help to create a cohesive and collegiate culture that promotes the inclusion of all judges and will help to encourage a wider pool of applicants to apply for judicial office.	Ongoing	Greater development opportunities for Judicial Office Holders as a result of increased use of flexible deployment.  A more inclusive culture across Courts and Tribunals jurisdictions.	Data showing use of flexible deployment.  Results of judicial attitude surveys.	Evaluation of lessons learned from flexible deployment exercises.  Ongoing
3.7	<b>Judicial Office: targeted outreach to black legal professionals</b>  Develop a plan to engage with black legal professionals via representative networks to gain an insight into the barriers that this demographic face with entry into the Judiciary and put in place measures that aim to reduce/or remove them.	Ongoing with annual milestone reviews from end of 2025.	Insight into black legal professionals' perception of the judiciary to better inform ongoing engagement.	Black legal professionals increased engagement in Judicial Office outreach programmes.	A review of black lawyers' participation levels in Judicial Office outreach programmes took place in 2024. This showed representative attendance levels, but an uneven pattern of interest across jurisdictions.  <b>Proposed for 2025</b> <ul style="list-style-type: none"> <li>• Further develop relationships with networks representing black lawyers.</li> <li>• Promote mentoring opportunities across a range of jurisdictions.</li> <li>• Targeted outreach with black legal professionals.</li> </ul>

**Improve our understanding of the systemic barriers disproportionately affecting particular professional groups.**

	Activities	Timings	Outcome	Outcome indicators	Evaluation
3.8	<b>Law Society: Judicial Solicitor Judges Events</b> See action 2.13.				

**Priority Area 4**

<b>Impact statement</b>	Address barriers to senior legal and senior judicial positions for women, people from minority ethnic backgrounds and people with disabilities (and other groups as agreed).
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**Address barriers to getting on in the workplace which make it harder for professionals to progress.**

	Activities	Timings	Outcome	Outcome indicators	Evaluation
4.1	<b>Bar Council: Discrete evidence-led programmes to promote and support equality, diversity, and inclusion at the Bar</b>  Relevant activity (under our Modernising the Bar Programme) includes: <ul style="list-style-type: none"><li>First Seven Years (A programme to better support for the Young Bar, particularly in practice development)</li><li>Practice Management Guidelines and Standards (A programme to improve practice management including distribution of work<sup>1</sup>, fees, and marketing)</li><li>Legal Directories (A programme to ensure the Legal directories accurately reflect the breadth of talent across the Bar)</li><li>Client Briefing Practices (A programme to tackle discrimination in the way barristers are briefed)</li><li>Mentoring (Activity which supports stakeholder-based mentoring and delivers mentoring guidance and training)</li><li>Tackling Sexual Harassment &amp; Bullying (A comprehensive programme to challenge behaviours and support victims)</li><li>Women in Law Pledge (To promote setting sex/other equality equality-based targets)</li><li>Flexible Working (A programme to model and promote flexible working across the Bar)</li><li>Culture Change (General education on becoming more inclusive)</li></ul>	Ongoing	<p>Practitioners of all backgrounds feel supported as they commence their careers and have a greater opportunity to establish a sustainable practice.</p> <p>All barristers have fair access to work.</p> <p>All barristers can access mentoring to develop their careers.</p> <p>Harassment and bullying are not tolerated at the Bar of England and Wales.</p> <p>Chambers proactively tackle sex and other forms of inequality.</p> <p>Flexible working supports all barristers to stay in practice and to flourish.</p> <p>The Bar is an inclusive working environment.</p>	<p>Differences in practice (specifically income) based on background are reduced.</p> <p>Feedback from practitioners.</p> <p>Reports of Bullying &amp; Harassment are reduced.</p>	<p>Surveys; Research and earnings audits.</p> <p>Activity to support this in the last 12 months includes (but is not limited to): Race at the Bar research (2024) and Race Equality Toolkit development and promotion; continued promotion of our <a href="#">Wellbeing Certification Programme</a>; updated <a href="#">data on earnings by Sex</a>; Ongoing training/bespoke advice for chambers on earnings monitoring, including use of our <a href="#">Monitoring Distribution of Work Toolkit plus new research focusing work distribution for those 0-3 years PQE</a>; updating <a href="#">Starting at the Bar: Your essential guide (2024)</a> for new practitioners.</p>
4.2	<b>Bar Council: Research for the Bar</b>  Data on the profile of pipeline and the profession intersection, including by different ethnic minority groups and trends. Focussed on access, retention, and progression to silk in the profession.	Ongoing	Data enables policy and practice to be targeted towards underrepresented groups, data supports positive action initiatives	Research prompts focussed action by Bar based stakeholders.	Feedback
4.3	<b>Ministry of Justice: Diversity of the Judiciary statistics</b>	July 2025	The annual Diversity of the Judiciary report provides	Future policy and practice will be underpinned by	The extent to which the data and analysis in the Diversity of the Judiciary Report is meeting its objective is reviewed annually by JDF member

<sup>1</sup>This includes activity on income monitoring by Protected Characteristic.

	Produce the publication of the annual Diversity of the Judiciary statistics.		detailed information on the makeup of the judiciary, recruitment outcomes and the composition of the pipeline in the professions, which offer important evidence to help target and tailor support to underrepresented groups in the judiciary and improve diversity.	comprehensive data on how lawyers with particular characteristics progress through the legal professions, judicial applications and progression within the judiciary. As data quality improves, a wider range of characteristics will be included in the report's data sets. Disability, social mobility, and more detailed reporting on ethnicity have been identified as priorities.	organisations, and also influenced by feedback from stakeholders about the content of the reports.: Information from the report is increasingly used as an analytical tool for JDF and other judicial diversity initiatives to ensure evidence-based decisions. 2024 saw more detail on ethnicity. Greater detail on disability will be included in 2025.
<b>4.4</b>	<b>Law Society: Diversity and Inclusion Framework</b> See action 1.1				
<b>4.5</b>	<b>Law Society: Developing guidance for member firms and organisations</b> See action 1.5				

**Raise the profile of judicial career paths among potential applicants, with visible role models in senior positions, and provide resources to improve applicants' chances of success.**

	Activities	Timings	Outcome	Outcome indicators	Evaluation
<b>4.6</b>	<b>CILEX: Promoting the options for judicial careers to members from non-traditional backgrounds</b> See action 3.4				
<b>4.7</b>	<b>Law Society: Law Society: Member profiles and role models</b> See action 1.6				