

Our Profession Our Future

Diversity, Equity and Inclusion
Strategy 2027–2032



Foreword from Katie (CEO) and David (President)

The legal profession in Aotearoa New Zealand has a longstanding commitment to the administration of justice, integrity, and service. It is a profession built not only on technical expertise, but on people working together, sharing knowledge, supporting one another, and contributing to something larger than any individual firm or organisation in service of the communities it serves.

That collective identity is a significant strength. It speaks to a profession that is fundamentally connected by shared purpose, and one that has the capacity to respond to change together for the benefit of society.

There is a strong and growing foundation for progress in diversity, equity and inclusion. Across firms, sole practitioners, barristers and organisations, diversity is increasing, particularly among early career lawyers who bring new perspectives and expectations. There is growing awareness of the importance of inclusion and equity, alongside a shared recognition of the benefits this brings: stronger decision making, better workplace experiences, enhanced ability to support and engage with clients, and a more sustainable and resilient profession.

Examples of leadership and effective practice are emerging. Many within the profession are demonstrating what is possible, and there is a willingness to learn from one another and to build on what works. This reflects the profession's longstanding tradition of collegiality and its commitment to continuous improvement.

At the same time, engagement across the profession has highlighted that experiences are not consistent. Organisations and individuals are at different stages of their journey, with varying levels of capability, resource, and confidence. Barriers remain, some structural, some cultural, and these continue to shape who enters the profession, who progresses, and who feels they belong. This presents a challenge and an opportunity.

The challenge is to acknowledge these differences honestly, and to ensure that efforts to improve diversity, equity and inclusion at all levels of the profession are credible, practical, and relevant across different contexts. The opportunity is to build on the genuine commitment that exists across the profession, supporting shared learning, and focusing effort where it can have the greatest impact.

This strategy responds to that opportunity. It is guided by the values of the New Zealand Law Society Te Kāhui Ture o Aotearoa that emphasise stewardship, respect, connection, integrity, and doing what is right:

- **Kaitiakitanga – tāria te wā:** Support, nurture, think progressively
- **Pono:** Trustworthy, standing strong, doing what's right
- **Manaakitanga:** Generosity, working together, listening well

These values, along with the Law Society's commitment to Te Tiriti o Waitangi and the bicultural foundations of Aotearoa, reinforce the importance of a profession that reflects and serves the diverse communities of which it is a part. They direct how change should occur: with care and intention, through partnership and shared responsibility, and with a focus on outcomes that strengthen the profession and public trust in it.

Change of this nature will not happen immediately. It will require sustained effort, openness to learning, and a willingness to challenge existing practices. While there is still work to do, the profession has the foundation and momentum to continue to make meaningful progress. By building on these strengths and working together, the profession can continue to evolve, ensuring it remains trusted and sustainable now and into the future.

The development of this strategy has been a shared commitment. We acknowledge the input of everyone we have spoken to and who have generously shared their views about the future of the profession, including our External Advisory Group, Internal Working Group and those who attended workshops and interviews.

Mauri ora!



Katie Rusbatch
CEO



David Campbell
President

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Why diversity, equity and inclusion matters

The legal profession depends on the quality of its people, the strength of its thinking, and the trust it builds with clients and the public.

Strengthening diversity, equity and inclusion is fundamental to a profession that is sustainable, effective, and able to meet the needs of the communities it serves.

Delivering better outcomes for clients and communities

Legal work often involves navigating complex, high-stakes issues for people from varied backgrounds. A more diverse profession brings a broader range of perspectives, experiences, and ways of thinking. It supports stronger analysis and decision making, particularly in complex or ambiguous situations and enables lawyers to better understand and respond to the needs of clients and communities. This strengthens the quality of advice and reinforces confidence in the profession.

Attracting and retaining talent

The profession operates in a highly competitive environment for talent. Expectations are also changing, particularly among newer entrants. Workplaces that are inclusive and supportive:

- are more attractive to a wider and more diverse pool of talent
- support people to stay, develop, and progress in their careers
- reduce the risk of losing capability at key points in the career lifecycle.

This is particularly important given patterns of attrition at mid career stages and the need to retain talent into senior roles.

Strengthening leadership and the future of the profession

The next generation of lawyers expects a profession that reflects the society it serves and provides fair access to opportunity. A strong focus on diversity, equity and inclusion:

- helps ensure that leadership reflects the diversity of the profession and its communities
- builds credible pathways to senior roles
- strengthens the profession's ability to adapt and evolve over time.

This is critical to maintaining relevance, credibility, and public trust.

Supporting a profession that works for everyone

Diversity, equity and inclusion is about ensuring that the profession works as well as it can, for its people, clients, and for the wider community. The benefits are not theoretical. They are practical and visible in who enters the profession, who progresses and leads, and how people experience working within it. This strategy focuses on strengthening those outcomes so that the profession continues to thrive in a changing environment.

Our challenge

A profession that better reflects Aotearoa New Zealand

The legal profession plays a critical role in upholding justice, rights, and the rule of law, and the legitimacy of the profession depends on maintaining public trust and confidence. A profession that visibly reflects the diversity of the communities it serves helps reinforce that trust. It signals that legal pathways are open, accessible, and credible for people from different backgrounds and strengthens the connection between the legal system and the communities it exists to serve.

Greater diversity within the profession brings practical benefits. A wider range of perspectives, experiences, and ways of thinking supports stronger decision making and enables more responsive services for clients and communities. Inclusive workplaces also underpin higher engagement, better performance, and improved retention, contributing to the long term sustainability of the profession.

However, these benefits are not yet consistently realised. Feedback from across the profession highlights that experiences of inclusion, safety, and opportunity vary significantly, and that structural and cultural barriers continue to shape who enters, progresses, and thrives.



A changing profession

The context in which the profession operates is also changing. The demographic profile of lawyers is becoming more diverse, particularly among newer entrants to the profession. Women now make up 56.8% of the profession and 64.5% of lawyers with 0–7 years' post admission experience. The early career cohort is also more ethnically diverse than the profession overall.

At the same time, there are strong generational expectations that the profession should perform better on diversity, equity and inclusion. Engagement with the profession highlighted a view that new lawyers increasingly expect workplaces that are inclusive, fair, and reflective of the communities they serve. Bringing younger voices into conversations about the future of the profession was seen as an important part of responding to these expectations.

A more diverse pipeline brings new perspectives and energy into the profession, requiring the profession to respond and evolve. To maintain trust and confidence in the profession, and for the profession to remain relevant, attractive, and credible, it must be able to meet the expectations of current and future lawyers, clients and the public. It must ensure that diversity is retained and reflected throughout the profession, including in leadership positions.



The realities of legal work

These challenges sit alongside the realities of legal work. The profession is characterised by high expectations, demanding workloads, and sustained pressure, all of which can affect wellbeing and career sustainability.

These pressures do not affect everyone equally. They can often interact with structural and cultural barriers, impacting people differently depending on their background and circumstances.

Issues such as stress, burnout, workplace culture, and limited access to support can influence whether people remain in and progress through the profession. Creating inclusive, safe, and supportive environments is therefore critical to enabling people to enter, remain, and thrive in the profession.



The opportunity

The legal profession has made progress in several areas over recent years. The profession is becoming more diverse, particularly among newer entrants, and there is growing awareness of the importance of creating workplaces where people feel included, supported, and able to succeed. Many organisations across the profession have already taken steps to strengthen diversity, equity, and inclusion establishing a strong foundation on which to build.



Change is needed

Our engagement highlights that barriers to entry, progression, leadership, and retention continue to exist for many groups. Experiences of the profession are not consistent, and structural and cultural barriers continue to influence who enters the profession, who remains, and who progresses.

Participants described challenges relating to recruitment practices, workplace culture, flexibility, and opportunities for advancement, alongside concerns about wellbeing, psychological safety, and retention at key career stages.

A shared responsibility for progress

There is an opportunity for the profession to build on the progress already underway and take a more coordinated approach to change. Doing so will require:

- shared ownership across the profession, with leadership from decision makers
- celebrating progress and sharing lessons from organisations and individuals who are leading positive change across the profession
- active allyship
- commitment to creating environments in which a wider range of people can enter, remain, progress, and thrive.

Understanding and measuring progress

Driving change requires data, transparency, and measurement to better understand where progress is being made and where further effort is needed. This includes broadening the data collected to deepen understanding of the profession, improve visibility of different experiences and career pathways, and support more informed decision making over time.

Acting now provides an opportunity to respond to changing expectations, strengthen public confidence, retain and develop talent, and build a profession that is inclusive, resilient, and better reflects the communities it serves.

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Purpose

This strategy sets out a practical, action-focused approach to strengthening diversity, equity and inclusion across the legal profession in Aotearoa New Zealand. It provides a clear direction for change, identifies priority areas for action, and outlines how progress will be supported and measured over time.



The strategy is intended to support a more inclusive, fair and sustainable profession. One that enables people from all backgrounds to participate, grow, and succeed at every stage of their career, and where the profession reflects and serves the communities of Aotearoa New Zealand.

Consistent with feedback from across the profession, the strategy focuses on practical actions.

What is the scope of the strategy?

The strategy applies to the legal profession and wider legal community, recognising that change is shaped by a range of people across the profession. This includes lawyers, law firms, sole practitioners, barristers, in-house teams, the judiciary, legal educators, and others connected to the profession.

The Law Society's role is one of leadership, coordination, and practical support to the profession, rather than control.

The strategy focuses on areas where the Law Society can influence outcomes,

enable action, and support consistency across the profession. It relies on the collective effort of the profession, requiring all parts to contribute, while recognising that meaningful and sustained change must be led by senior members of the profession.

The strategy recognises that organisations across the profession vary significantly in size, structure and capability. Therefore, it takes a flexible approach to strengthening diversity, equity and inclusion, by enabling actions to be adapted and tailored to different contexts, rather than a one-size-fits-all model.

Relationship to other strategies

This strategy sits alongside other important strategies and frameworks that guide the work of the Law Society and the profession.

It is intended to complement our Rautaki Māori, recognising the distinct role of Te Tiriti o Waitangi and the importance of Māori-Crown relationships in the legal system.



Snapshot of the profession

The Law Society's annual Snapshot of the Profession provides a detailed picture of the size, composition, and structure of the legal workforce in Aotearoa New Zealand.

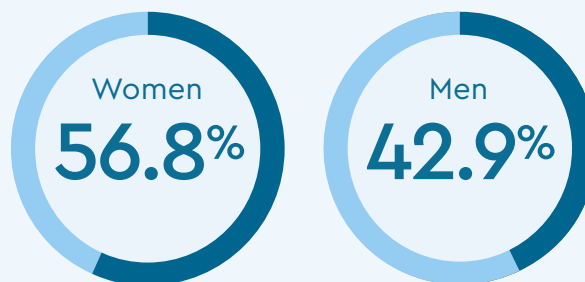
As at 30 June 2026, there were 18,015 practising lawyers, with the profession continuing to grow year on year.

* Provisional data as at 30 June 2026. More than one ethnicity may be selected. While 74.5% of lawyers identify as New Zealand European, 64.8% identify as New Zealand European only (11,676 lawyers). Final figures will be published in the Law Society's forthcoming Snapshot of the Profession and Annual Report.

➤ [Link to Law Society's Annual Snapshot of the Profession](#)

Gender

Women now make up most of the profession, representing 56.8% of all practising lawyers, while men account for 42.9%. A small proportion of lawyers identify as gender diverse (around 0.1%).

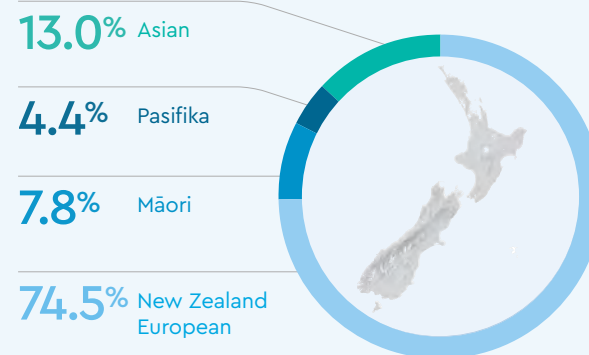


This shift is even more pronounced in the early-career cohort, where 64.5% of lawyers with 0–7 years' post-admission experience are women.

The proportion of women decreases as PQE increases, indicating differences in representation across career stages.

Ethnicity

The profession remains predominantly New Zealand European (74.5%)* while Māori (7.8%)*, Pasifika (4.4%)*, Asian lawyers (13.0%)*, and other ethnic groups make up smaller proportions of the profession.



These figures differ from the wider population. Māori represent 17.8% of the population and 7.8% of lawyers, Pasifika peoples represent 8.9% of the population and 4.2% of lawyers, and Asian peoples represent 17.3% of the population and 12.7% of lawyers.

There are indications of increasing diversity at entry level, with higher proportions of Māori (11.4%), Pasifika (6.5%), Asian (21.2%) and other ethnic groups in the early-career cohort compared with the profession overall. NZ European 67.8%, or only NZ European 53.6%. As at 30 June 2026, there were 5,808 lawyers with 0–7 years post-admission experience.*

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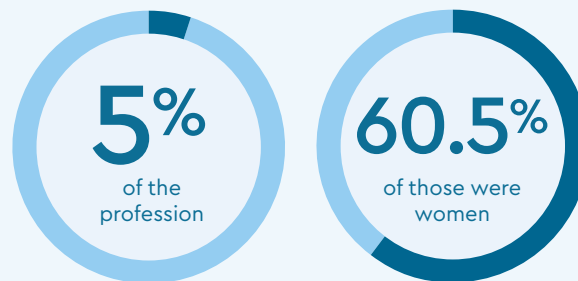
As at 30 June 2026, there were 18,015 practising lawyers, with the profession continuing to grow year on year.

➤ [Link to Law Society's Annual Snapshot of the Profession](#)

Retention

In 2025, 871 lawyers did not renew their practising certificates, representing approximately 5.0% of the profession. While women make up 56.8% of the profession, they account for 60.5% of lawyers who did not renew their practising certificates.

871 LAWYERS DID NOT RENEW THEIR PRACTICING CERTIFICATES IN 2025

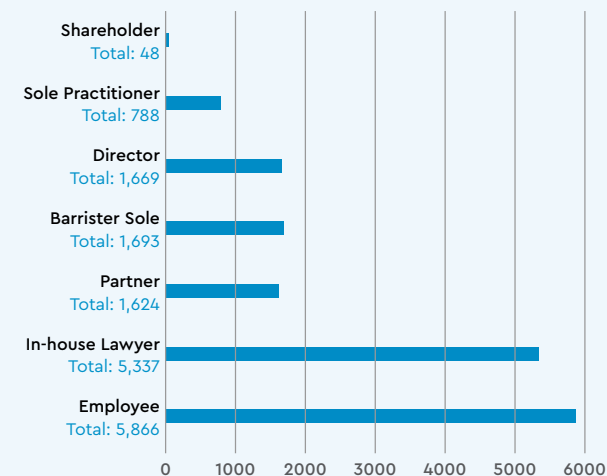


Non-renewal patterns vary across years since admission, with the relative proportions of women and men leaving the profession differing at different stages of their careers. Non-renewal patterns vary across years since admission, with the most pronounced gender difference occurring between 6–10 years post-admission. In this cohort, 180 lawyers did not renew their practising certificate, with a non-renewal rate of 7.5% for women and 4.2% for men.

Representation

The profession is structured across different employment types, with the largest groups being employees of law firms (5,866) and in-house lawyers (4,222). Other roles include partners (1,624), directors (1,669), barristers sole (1,693), and sole practitioners (788), reflecting a range of career pathways.

POSITIONS OF EMPLOYMENT OF LAWYERS



Gender composition varies across these roles. Women make up a significant proportion of employees and in-house lawyers (around 64–65%), but a smaller share of senior leadership roles, including 37.6% of partners and 46.1% of directors.

How this strategy works

Why a five year strategy

Achieving meaningful change in the legal profession will take sustained effort over time.

A five year horizon has been chosen to strike a balance between:

- ambition and realism allowing enough time to address structural and cultural challenges
- momentum and accountability ensuring progress remains visible and measurable
- flexibility enabling the approach to evolve as the profession continues to change.

This timeframe recognises the nature of legal careers and organisational change. Improvements in areas such as leadership, progression, and retention typically occur over multiple years, and require consistent focus to embed.

Core components of the strategy

This strategy builds on the strengths that already exist across the profession, while focusing effort on areas where change is needed most.

It is structured around:

- the strengths and progress already underway, which provide a foundation for action
- four core pillars, which set out priority areas for change
- a phased approach over five years, moving from foundation building to implementation and embedding
- practical actions that require the participation of the whole of the profession.

Together, these elements provide a practical, flexible framework to support coordinated action across the profession.



A phased approach

Across all four pillars, the strategy follows a common progression over five years.

Year 1 focuses on building the foundations for action, clarifying priorities, developing practical tools, and securing commitment.

Years 2–3 focus on implementing and scaling what works across more of the profession.

Years 4–5 focus on embedding the strongest elements into professional practice and demonstrating measurable impact over time.

Delivering through shared action

Delivering this strategy will require action at multiple levels across the profession.

Some actions will be led by the New Zealand Law Society, particularly where there is a role in:

- providing leadership and setting direction
- developing and sharing guidance, tools, and resources

- strengthening data, measurement, and transparency
- enabling collaboration and sharing across the profession

Other actions will sit with the profession itself, including law firms, in house teams, and other organisations, where change is experienced most directly. This includes actions relating to:

- workplace practices and culture
- recruitment, progression, and leadership
- day to day experiences of inclusion and belonging

This reflects a core principle of the strategy: meaningful change will only be achieved through shared ownership.

The Law Society will play a critical role in enabling and supporting progress, including helping others across the profession to build capability, take action, and drive change. However, the pace and impact of change will ultimately depend on the collective commitment of the profession.



What success will look like

Over time, this strategy aims to support a meaningful shift in how the profession looks, operates, and is experienced.

Success will be a profession where:

- diversity is visible at all levels of the profession
- pathways into and through the profession are clear, accessible, and fair
- inclusive practices are widely understood and consistently applied across different workplaces
- people are supported not only to enter the profession, but to build long term, sustainable careers.

This is not about a single endpoint. It is about creating a profession that continues to evolve and where progress is sustained over time.

What people will experience differently

For individuals working across the profession, success will be reflected in the day to day experience of legal work.

A wider range of people will:

- see themselves reflected in the profession, including in leadership roles
- have greater clarity about how to enter, progress, and succeed
- experience workplaces that are inclusive, fair, and supportive
- feel able to contribute fully and build fulfilling careers over time.

Experiences of the profession will be more consistent, with fewer differences driven by background or circumstance.

What will be different for legal businesses

For organisations across the profession, success will be reflected in stronger, more sustainable performance.

Firms and in house teams will:

- be able to attract and retain a wider range of talent
- benefit from more diverse perspectives and stronger decision making
- build inclusive cultures that support engagement, wellbeing, and performance.

Firms, sole practitioners, barristers and in house teams will:

- be better placed to connect with clients and communities.

Diversity, equity and inclusion will be seen not as an additional activity, but as part of how successful organisations, sole practitioners and barristers operate.

What the profession will gain

At a system level, the profession will be:

- more representative of the communities it serves at all levels of the profession
- more resilient and sustainable, with stronger retention and leadership pipelines
- better equipped to respond to changing expectations and challenges
- strengthened in its credibility and public trust.

This reflects a profession that not only supports its people but also reinforces its role in upholding justice and serving Aotearoa New Zealand.

A five year strategy for change

2027 – 2032

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Our vision – *where we are going?*

Sustainable progress on diversity, equity and inclusion requires more than individual initiatives. It requires a shared understanding of what the profession is working towards and what success looks like in practice.

A clear vision provides that common direction. It helps align effort across the profession, supports consistent decision making, and enables progress to be measured over time.

It also reflects the feedback from across the profession that change should be practical, visible, and focused on outcomes that people can experience in their day to day working lives.

In practice, this means a profession where:

- diversity is visible at all levels of the profession
- pathways into and through the profession are clear, accessible, and fair
- inclusive practices are widely understood and consistently applied across different workplaces
- people are supported not only to enter the profession, but to build long term, sustainable careers.

Our vision:

A legal profession that reflects Aotearoa New Zealand and enables people to participate, grow, and succeed at every stage.

Our four priority areas for action

To build on the strengths of the profession and address the areas where change is needed most, this strategy focuses on four core areas for action. Together, these pillars reflect the key points in the legal career journey, the experience of working in the profession, and the systems that support change. They are designed to work together to create sustained and meaningful progress. Each pillar sets out a distinct area of focus, while reinforcing a common goal: A legal profession that reflects Aotearoa New Zealand and enables people to participate, grow, and succeed at every stage of their careers.

PARTICIPATION	BELONGING	LEADERSHIP	MOMENTUM
Support equitable, visible, and accessible pathways into and through the profession for people from all backgrounds. This pillar focuses on who enters the profession, and how people move through it over time. It responds to feedback about barriers to entry, progression, and visibility of opportunities. It includes actions to: - strengthen access to the profession - improve understanding of pathways and requirements - support progression across different career stages - support flexibility and understanding of different needs.	Encourage inclusive workplaces where people feel safe, valued, supported, and able to thrive. This pillar focuses on the day to day experience of working in the profession. It responds to what we have heard about workplace culture, inclusion, and wellbeing. It includes actions to: - strengthen inclusive workplace practices - build capability in areas such as bias, cultural competence, and allyship - promote environments where people feel safe, respected, and able to contribute fully - ensure people can see themselves represented and succeeding at all levels of the profession, including in leadership.	Strengthen the commitment and capability of leaders to drive meaningful change. This pillar recognises that sustained progress depends on leadership across the profession. It responds to feedback about the role of decision makers in shaping culture, opportunity, and outcomes. It includes actions to: - build diversity, equity, and inclusion leadership capability - support visible commitment for change - recognise and amplify effective leadership practice - enable leaders to influence change within their organisations and across the profession.	Take an integrated approach to measurement to strengthen visibility of progress and support informed action. This pillar focuses on how the profession understands and measures progress. It responds to the need for better data and greater visibility of experiences and outcomes. It includes actions to: - strengthen data collection and coverage - improve consistency in measurement - establish transparent key indicators - support the profession to use data to inform decisions and track progress over time.

Participation

Support equitable, visible, and accessible pathways into and through the profession for people from all backgrounds

Focused on individuals and their career pathway

PHASE 1	PHASE 2	PHASE 3
Year 1 (Foundations)	Years 2–3 (Implement & Scale)	Years 4–5 (Embed & Impact)
1. Identify and map diverse career pathways and progression experiences across the profession. 2. Refresh guidance and resources for people entering the profession (e.g. entry, admission, early career). 3. Identify any additional support needs across different groups and career transition points. 4. Develop guidance and resources for firms and organisations (e.g. recruitment, progression, and flexibility). 5. Clearly communicate the strategy to the profession.	1. Increase visibility of diverse career journeys and diverse role models, including the judiciary. 2. Implement pathway initiatives for priority groups and career stages. 3. Provide targeted support at key progression and leadership transition points. 4. Promote guidance and resources.	1. Review progress against success measures. 2. Refresh the diversity, equity and inclusion strategy and action plan for the next five years.
What would Phase 1 look like in practice? • The Law Society would focus on improving guidance and support available to lawyers and developing practical resources that firms and other organisations could use to create more equitable pathways into and through the profession.		• The profession would engage with Law Society resources and guidance and identify opportunities to improve participation and progression within their own organisation
SUCCESS MEASURES		
• Guidance and resources are widely used and valued by individuals and organisations across the profession. • Support initiatives are available at key career transition points and reaching priority groups. • Entry, progression and leadership pathways are clearer and more accessible.		• Greater visibility of diverse career journeys and role models across the profession, including the judiciary. • Broader participation and improved progression across different groups. • Improved retention at key career stages.

Belonging

Encourage inclusive workplaces where people feel safe, valued, supported, and able to thrive

Focused on organisations creating inclusive workplaces

PHASE 1	PHASE 2	PHASE 3
Year 1 (Foundations)	Years 2–3 (Implement & Scale)	Years 4–5 (Embed & Impact)
1. Develop guidance and resources to help firms and organisations create positive and inclusive workplaces. 2. Develop resources and tools to support allyship and inclusive behaviours. 3. Promote foundational capability in areas such as bias and cultural competence. 4. Identify case studies and examples of effective inclusive workplace practices.	1. Expand training and capability building opportunities. 2. Showcase effective inclusive workplace practices through case studies and practical examples. 3. Promote guidance and resources.	1. Review progress against success measures. 2. Refresh the diversity, equity and inclusion strategy and action plan for the next five years.
What would Phase 1 look like in practice? • The Law Society would focus on developing practical guidance, tools, and learning opportunities for the profession. It would also promote good practice by identifying and raising awareness of approaches within firms and organisations that support inclusive workplaces.		• The profession would engage with Law Society resources and capability building opportunities, assess their own workplace culture and practices, and identify opportunities to strengthen inclusion for their people. Organisations with effective inclusive workplace practices would share their experiences, tools and lessons learned to support profession wide learning.
SUCCESS MEASURES		
• Guidance and resources are widely used across the profession. • Stronger evidence of inclusive, supportive, and culturally competent workplace environments.		• More people report feeling safe, respected, included and able to contribute fully at work. • Diversity, equity and inclusion capability considered to be part of professional development.

Leadership

Strengthen the commitment and capability of leaders to drive meaningful change

Focused on leaders driving change

PHASE 1	PHASE 2	PHASE 3
Year 1 (Foundations)	Years 2–3 (Implement & Scale)	Years 4–5 (Embed & Impact)
1. Develop a Diversity Charter with clear expectations for signatories (e.g. commitments, reporting, and progress tracking), that builds on the work done to develop the Gender Equality Charter. 2. Build commitment from leaders and organisations to champion and participate in the Charter. 3. Establish a network of leaders to drive change across the profession.	1. Expand the network of leaders and champions across the profession. 2. Increase transparency through reporting and sharing progress against Charter commitments. 3. Create opportunities for leaders to share experiences, learn from one another, and drive collective action. 4. Celebrate and promote examples of leadership that are advancing diversity, equity and inclusion.	• Review the impact of the Charter and leadership initiatives against success measures. • Refresh the Charter commitments for the next five years.
What would Phase 1 look like in practice? • The Law Society would focus on developing a Diversity Charter, defining clear expectations for signatories, securing commitment from leaders across the profession, and establishing a network of champions to share learning and drive change.		• The profession would demonstrate leadership by signing up to the Charter, identifying leaders to champion diversity, equity and inclusion within their organisations, sharing progress and lessons learned, and contributing examples of effective practice to support learning across the profession.
SUCCESS MEASURES		
• A credible and widely supported Diversity Charter is established and well understood across the profession. • Increased sharing of effective practices and lessons across the profession.		• Charter signatories demonstrate measurable progress against the Charter commitments. • Leaders actively champion diversity, equity and inclusion within their organisations and the wider profession.

Momentum

Take an integrated approach to measurement to strengthen visibility of progress and support informed action.

Focused on tracking progress across the profession

PHASE 1	PHASE 2	PHASE 3
Year 1 (Foundations)	Years 2–3 (Implement & Scale)	Years 4–5 (Embed & Impact)
- Review existing profession wide data collection and reporting to identify opportunities for a more integrated and consistent approach to measuring diversity, equity and inclusion. - Identify data gaps, baseline measures and priority indicators for tracking progress. - Establish a consistent measurement framework aligned to the diversity, equity and inclusion strategy.	- Implement improved data collection and reporting approaches across the profession. - Share profession wide insights and trends in an accessible way (including insights from the first Charter survey). - Increase transparency around progress, challenges and opportunities. - Increase visibility of representation across the profession, with a particular focus on senior leadership representation.	- Review the impact of the strategy against success measures. - Refresh the diversity, equity and inclusion strategy and action plan for the next five years.
What would Phase 1 look like in practice? The Law Society would focus on building the foundations for consistent and meaningful measurement by reviewing existing data collection and reporting approaches, identifying gaps and baseline measures, and developing a practical framework to track progress against this strategy.		The profession would contribute to establishing a stronger evidence base by participating in data collection activities, sharing workforce and representation information where appropriate, and using emerging insights to identify opportunities for action within their organisations.
SUCCESS MEASURES		
- Participation in surveys and data collection has increased. - Progress and trends are visible and transparently reported.		- Data is actively used to inform decisions and prioritise action. - The profession has a clearer understanding of where progress is being made and where further change is needed.

Our Profession Our Future

Diversity, Equity and Inclusion Strategy 2027–2032