



# Kennedys' global D&I strategy 2022-2025



# Here at Kennedys, we strive to **make a difference**

**Our vision is to represent the diversity of our people, our clients and our communities,** and to create an inclusive culture in which everyone, regardless of their background, identity or circumstance, can be themselves and thrive at work.

## Our mission

Building a diverse and inclusive firm is essential for our future success. It will help us to attract and retain the best talent, drive innovation, and deliver the best experience for our people and clients.

In line with our core values of being approachable, straightforward, supportive and distinctive, we strive to celebrate all forms of diversity, empower our people and ensure everyone can bring their authentic selves to work.

We have committed to supporting five UN Sustainable Development Goals (SDGs) and we will seek to identify and develop D&I activities that can contribute to **SDG 3 – Good Health and Wellbeing**, **SDG 4 – Quality Education** and **SDG 10 – Reduced Inequalities**.



## Our global strategy focuses on four pillars



### Employee lifecycle

- Attraction, selection, retention and progression.



### Data collection, analysis and monitoring

- Collect and conduct rigorous data analysis to identify trends and areas of progress.
- Measure and understand employee experience.
- Increase diversity data self-declaration rates.



### Inclusive culture

- Build an inclusive, accepting and vibrant work environment.
- Inclusive policies and benefits.
- Embed D&I in our culture and processes (hiring, recruiting, promotion, compensation).



### Inclusive leadership

- Drive inclusive leadership behaviours.
- Promote role models.

# Global objectives



Improve gender and minority ethnic representation



Support working parents and those with caring responsibilities



Drive inclusive culture and inclusive leadership



Improve social mobility and widen access to the legal profession

## Global key focus areas

To help focus and measure our efforts in D&I we have prioritised 5 strands of diversity globally. Our key areas of focus are:

- Gender
- Race and ethnicity
- LGBTQ+
- Working parents and carers
- Social mobility

## Global commitments and aspirational goals

### Recruit and retain diverse talent

- Increase minority ethnic representation in our Early Careers talent and First Year associates.
- Proportional retention of White, Black and underrepresented minority ethnic talent at all levels
- Widen the access to the legal profession by reaching out to underrepresented groups.

### Strengthen partnership diversity

- 35% female partnership by 2025 globally.
- 10% of new partners to come from minority ethnic backgrounds in the UK annually.
- Share our progress on gender and minority ethnic representation in the partnership through annual reporting.

### Deliver appropriate training

- Train 100% of our people on D&I issues (such as sexual harassment and racial, gender, religious, pregnancy and parental discrimination).
- Ensure all managers are trained and equipped with the skills to manage diverse teams.
- Train 100% of newly promoted or appointed partners in inclusive leadership.

### Data collection and analysis

- Improve diversity data self-declaration rates
- As we continue to improve our diversity data we will set further aspirational goals.

### Policies and processes

- Regularly review our policies and processes to ensure they are fair and inclusive.
- Annually review the number of D&I hours that can count towards chargeable hour targets.

## What D&I means at Kennedys

Diversity is “difference”. Diversity refers to individuals’ unique characteristics, qualities, attitudes, beliefs, perspectives, life experiences and background.

When we talk about diversity, we are inclined to think of “visible” diversity traits such as sex, age or skin colour. However, there are also many “invisible” diversity traits to acknowledge such as cultural, linguistic, religious or socio-economic background.

Inclusion is “valuing difference”. Inclusion is about unlocking diversity to tap into the full potential of our talent pool. It’s about valuing differences and creating an environment where everyone can be themselves and thrive at Kennedys.

**At Kennedys we celebrate all forms of diversity, both visible and less visible, inherent (traits you are born with) and acquired (traits you gain from experience).**

## D&I regional champions



### **Arnaud Attias**

Arnaud works in our Paris office, and is a member of both our Europe, Middle East and Africa, and Global D&I Advisory Groups.



### **Catalina Botero**

Catalina works in our Bogotá office, and is a member of both our Latin America and Global D&I Advisory Groups.



### **Anand Dash**

Anand works in our Basking Ridge office, and is a member of both our North America and Global D&I Advisory Groups.



### **Roshan Sidhu**

Roshan works in our London office, and is a member of both our UK and Global D&I Advisory Groups.



### **Danielle Benjamin**

Danielle works in our Miami office, and is a member of both our Latin America and Global D&I Advisory Groups.



### **Daniel Clarke**

Daniel joined our Singapore office in 2019, and is a member of both our Asia Pacific and Global D&I Advisory Groups.



### **Karishma Paroha**

Karishma joined our London office in 2005, and is a member of both our UK and Global D&I Advisory Groups.

## Intersectionality

We recognise that diversity is not one-dimensional, and that people do not experience their diversity characteristics in isolation. Intersectionality refers to the ways that multiple identities and characteristics can overlap and intersect. For example, a male colleague can be from a minority ethnic background, come from a high socio-economic background and have English as a second language.

## Governance

We have five regional D&I Advisory Groups (Asia Pacific, Europe, Middle East and Africa, Latin America and the Caribbean, North America, and the United Kingdom) where members meet regularly and are empowered to share their ideas, discuss new initiatives and advise on what more we could be doing. Each regional group is represented by a D&I Partner Ambassador. We also have a global D&I Advisory Group which comprises members from each regional group and meets on an annual basis.

The global D&I Advisory Group is chaired by our Managing Partner, who ensures the Board remains informed, accountable and fully committed to our diversity and inclusion agenda. The Managing Partner, the D&I Partner Ambassadors and the Global D&I Manager are the owners of the strategy and are accountable for its achievement.

## Our D&I Partner ambassadors



**Suzanne Liversidge**

Managing Partner  
and Global D&I Chair



**Meg Catalano**

D&I Partner Ambassador  
for North America



**Ingrid Hobbs**

D&I Partner Ambassador  
for the United Kingdom



**Christopher Malla**

D&I Partner Ambassador  
for the United Kingdom



**Andrew McGahey**

D&I Partner Ambassador  
for Europe, Middle East  
and Africa



**Anna Weiss**

D&I Partner Ambassador  
for Latin America and  
the Caribbean



**Anjali Woodford**

D&I Partner Ambassador  
for Asia Pacific

At a local level, each partner and people leader in the firm is **responsible for creating an inclusive culture within their own team.**

# Actions: examples of what we achieved in 2021

## Partnerships

We partnered with new diversity organisations including Rare, Bright Network, upReach, myGwork, African Gifted Foundation, Careers & Enterprise and CareerTrackers. In July 2021, we signed up to the Mansfield Rule in the US and the UK.

**The Mansfield Rule is a 12-month certification process which aims to boost the representation of historically underrepresented lawyers.**

## Data collection and analysis

In June 2021, we conducted our first global D&I survey to deliver a robust analysis of the diversity and inclusion landscape at Kennedys. The survey included workforce diversity data questions as well as extensive questions on people's views of D&I, their personal experiences and their sense of belonging at Kennedys.

## Policies and processes

We launched our global hybrid working policy and introduced our global wellbeing day. We created a new time recording code for D&I and time spent on D&I activities will now count towards chargeable hour targets.

## Social mobility and widening access to the legal profession

Following the launch of our first virtual work experience programme in 2020 (attended by almost 10,000 students globally), we hosted our first virtual insight day so that students could learn more about opportunities at Kennedys. Almost 400 students registered for this event.

In September 2021, Kennedys welcomed its first cohort of trainees via the newly introduced SQE route in the UK. We were one of the first law firms to offer both the traditional trainee route and the SQE route. Throughout 2021 we worked with upReach to help deliver career support for students from lower socio-economic backgrounds. Ten Kennedys representatives became upReach mentors. They help students who are interested in the law develop confidence, career knowledge and employability skills. We started using the RARE recruitment tool in our UK trainee application screening process. RARE provides us with contextual information about candidates and enables us to identify exceptional socially mobile candidates which might have otherwise been overlooked.

In Australia we work with CareerTrackers to offer internships for Indigenous university students. In November 2021, we welcomed our first intern for a 12 week internship. Kennedys continues to partner with organisations and schools to offer opportunities and career support for students from disadvantaged backgrounds.

## Supporting our people

We introduced a Buddy Scheme for those going on or returning from maternity leave. We set up a Working Families page to support those with caring responsibilities. We set up a new mentoring scheme for our Legal Directors.

## Education and awareness raising

We held webinars on diversity related topics (e.g. Pride Month, Mental Health, Black History Month). We created a global D&I calendar for 2022 to celebrate and recognise major religious, cultural, historical and awareness days/occasions which are observed around the world.

## Sponsorships

We became an official member of EWI (Empowering Women in Insurance) in Spain. EWI's mission is to see 40% of leadership roles filled by females by 2023.

**We sponsored the Dive In Festival, the insurance industry's flagship diversity & inclusion event series created by Lloyd's which hosted diversity events across 35 different countries.**



# Recent highlights

## Insight Day for upReach students – September 2021

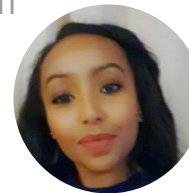


// The Insight Day was extremely **valuable** in outlining Kennedys as a firm and the opportunities it has on offer. The Insight Day was **well organised** and ensured attendees' questions were answered. I **also enjoyed how interactive it was** with the networking session at the end. Overall a great experience. Thank you very much.



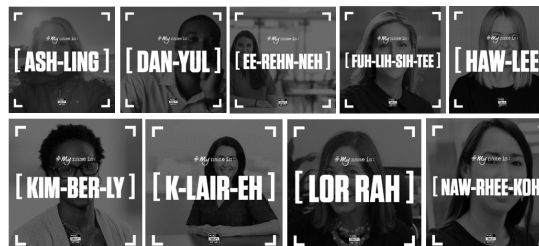
**Delal**, upReach mentee

// Having a mentor has **kept me focused and motivated through my academic year**. This was done with bi weekly meetings whilst setting goals. Help with mock interviews and receiving constructive feedback. I **felt encouraged by my mentor with my career development** and shared insight on popular practice areas which may be of interest within Law such as Cyber & Fintech.



**Senhit**, upReach mentee

## #MyNameIs campaign – pronouncing people's name correctly matters



## #BreakTheBias – International Women's Day 2022



## Celebrating diversity through food



# At a glance: our D&I achievements to date





# Actions: moving forward

## Partnerships

We will continue to partner with diversity organisations which have a track record of making a difference and establish partnerships with schools and universities to reach disadvantaged groups.

We aim to **partner with organisations from across the world** to address specific local challenges.

## Collaboration with clients

We want to increase collaboration with clients and work together to improve diversity and inclusion. We look forward to continue engaging with our clients and setting up new collaborative initiatives that will drive change.

## Culture

We will continue encouraging dialogue through our Let's Start the Conversation series and our internal campaigns to cultivate a culture of openness, curiosity and respect. We will continue to encourage everyone to take responsibility for change and highlight the importance of everyday actions.

## Supporting our people

We are developing a global mentoring scheme to connect our colleagues worldwide.

## Role models and storytelling

We will share stories and promote leaders from lower socio-economic backgrounds, working parents and flexible working through campaigns and our intranet.

## Data collection and analysis

We will continue collecting and analysing data and be transparent with our findings. To better report on progression, retention and attrition rates we will conduct a data collection campaign to increase self-declaration diversity data response rates.

## Training

We will ensure all managers are trained and equipped with the skills to manage diverse teams.



## Key contact




**Marianne Blattès**


Global D&I Manager

# Kennedys

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