

<b>Meeting</b>	OLC Board Meeting	<b>Agenda Item No.</b>	10
		<b>Paper No.</b>	140.8
<b>Date of meeting</b>	24 July 2025	<b>Time required</b>	20 Minutes

<b>Title</b>	EDI Update
<b>Sponsor</b>	Paul McFadden, Chief Ombudsman
<b>Status</b>	OFFICIAL
<b>To be communicated to:</b>	Members and those in attendance

<b>Executive summary</b>
<p>In 2024–25, the Legal Ombudsman successfully delivered 100% of the planned EDI action plan activities, demonstrating continued commitment to embedding equality, diversity and inclusion (EDI) across the organisation. The work was closely aligned with the OLC’s strategic enablers and the HR People Strategy, with clear impacts on staff experience, talent attraction, and service accessibility.</p> <p>A new EDI impact framework was developed following Board feedback and this has been implemented to strengthen our ability to measure and evidence the outcomes of our work. Performance across all six measures was strong: all action plan milestones were delivered; Civil Service Staff Survey inclusion and fair treatment scores improved across most groups; staff satisfaction with EDI training averaged 88%; and we maintained our Race at Work Charter and Disability Confident Level 2 accreditations. Representation across gender, ethnicity, disability, and socio-economic background exceeds national and legal sector benchmarks, including a positive reduction in our gender pay gap (median: 4%; mean: 8%). On the customer side, Multi-disciplinary team referrals helped progress complex cases, and a measurable reduction (11%) in service complaints about reasonable adjustments was achieved.</p> <p>Looking ahead, the 2025–26 EDI action plan is both ambitious and deliverable. It includes the launch of a new Men’s Health and Wellbeing Network, development of a transitioning at work policy, and series of staff led EDI awareness events. All activities are mapped against strategic enablers and HR themes. The recent appointment of an EDI Specialist will support delivery.</p> <p>There is a clear link between EDI and operational performance. Reduced Investigator attrition (down 6.2% year-on-year) and improved customer outcomes reflect the cultural and procedural impact of our inclusion work. Overall, LeO remains on track in its ambition to be a fair, inclusive and representative organisation for staff and service users alike.</p>

Recommendation / action required	
Board is asked to <b>comment</b> on this EDI update.	
Equality Diversity and Inclusion	
<b>EDI implications</b>	<b>Yes</b>
The EDI strategy is a key part of LeO's work to ensure we are compliant with relevant EDI legislation and best practice. It is also key in terms of supporting our people and our customers, having impacts on candidate attraction, staff engagement, staff retention, and customer accessibility and satisfaction.	
Freedom of Information Act 2000 (Fol)	
<b>Paragraph reference</b>	<b>Fol exemption and summary</b>
N/A	N/A

# EDI strategy update

## 1. Background

All the key deliverables from our 2024-25 action plan were achieved. Our 2025-26 action plan aims to build on that positive work. All key deliverables have been aligned to the strategic enablers in the OLC business plan. They also align to the key themes from the HR People Strategy. Our 2025-26 action plan is ambitious and stretching. The plan is realistic given our available resources and we are mindful not to overpromise what we can deliver for the business. We are confident in our ability to deliver all key objectives and the recruitment of a new EDI Specialist who will start in mid-July will provide support for our EDI team. Engagement within LeO on our commitment to EDI and progress against our commitments remains an important part of this. We have continued to keep colleagues across the organisation informed and involved on progress through our quarterly EDI Steering group; updates to managers and leaders; Executive Team updates; bi-monthly meetings with Network Leads; quarterly meetings between the network and Executive Team Sponsors, and wider News in Brief updates.

## 2. Key projects for delivery in 2025/26

*The full EDI action plan for 2025/26 is detailed in the appendix. Some notable activities include:*

We will setup our new Men's Health and Well-being network. The remit of this network is different from our existing employee networks, which primarily focus on addressing equality issues affecting historically marginalised groups. Instead, the new Men's Health and Well-being Network will provide a safe space for male colleagues to explore challenges related to engagement, wellbeing, and work-life balance. The establishment of this new network complements our existing employee networks and strengthens LeO's Employee Value Proposition, as well as aligning to the HR People Strategy objective to 'Promote engagement, equality, inclusion & wellbeing'. We are currently recruiting for co-chairs, and we will go out to seek members in August. We will then work with the co-chairs to organise a launch event in November to coincide with Men's health month.

To strengthen our suite of HR policies we will deliver a new transitioning at work policy. Work is underway on the policy, and we are currently waiting for some further guidance from the Equality and Human Rights Commission linked to a recent UK Supreme Court ruling (we will aim to complete this project in Q4).

We will work in partnership with our staff networks to deliver eight awareness events throughout the year to raise awareness of issues and to celebrate aspects of staff diversity. A forward view of these events has been shared with Executive and Board colleagues to encourage attendance. Our approach to promoting equality at LeO is resonating positively with our staff evidenced by the strong 79% score for inclusion and fair treatment in our 2024 Civil Service staff survey.

### 3. Equality priority objectives (EPOs)

Our EPOs were reviewed again at the beginning of the financial year. No changes were made to the EPOs following this latest review.

The EDI action plan has been updated to highlight the alignment of each activity to the OLC business plan strategic enablers and the themes from the HR People Strategy (see appendix).

### 4. EDI impact/measures of success

Following feedback from Board, the EDI Manager took an action to consider how best to report on and measure the impact of EDI activities. We have incorporated industry best practices to develop a framework which can be used to measure our progress in this space. This will provide assurance to internal and external stakeholders. Industry benchmarks have been incorporated where available to provide LeO with a method of additional assurance and comparison on our performance. The measures are proportionate in terms of the internal and external focus in line with our counterparts at SRA and other Ombuds EDI teams. Our EDI external work has a specific focus on disability inclusion, gender and race inclusion, and LGBTQ+ inclusion. This feeds into the much broader LeO external strategic engagement work which is led by the external engagement team (covering complainants, service providers and external stakeholders). Going forward, progress against these EDI measures will be reported to Board each July and shared with the business after that to keep colleagues informed.

The EDI Manager also took an action to highlight the link between EDI work and operational performance. In terms of the links to operational performance, the EDI Manager notes that there are indirect and direct correlations of EDI specific work to operational performance. Our EDI work is part of our broader HR initiatives, and this work contributes to creating an inclusive culture at LeO where staff can feel valued and supported in their work. If staff feel valued and supported this will influence whether they stay with the organisation. We have seen that over the past year total Investigator attrition has reduced by 6.20% from 22.30% in May 24 to 16.10% in May 25. In terms of talent attraction, candidates will be positively influenced by our approaches to equality and diversity and our policies and procedures that support parents, carers, and disabled colleagues which speaks to our strategic aim of 'people and culture'.

In the 2024-25 financial year we saw an 11% reduction in service complaints about failing to accommodate reasonable adjustments (compared to 2023-24). This can in part be attributed to work to develop and promote our reasonable adjustments policies and best practice training for managers on disabilities. The annual vulnerable customer training we lead on helps to support and embed these positives outcomes, and we have trained over 30 colleagues in the past two years.

The work of the Multi-disciplinary Team (MDT) which is reported on in the EDI performance summary pack, helps to support operational performance. The 33 cases that the MDT panel supported with in 2024-25 involved complainants with complex RAs and health issues, and our interventions help to improve customer journeys times by moving these old cases forward for both parties.

## 5. Summary of performance against EDI impact and success measures (2024–25)

### 5.1 Delivery of the annual EDI action plan

We achieved 100% completion of all 134 activity milestones, with no items outstanding. Key deliverables included the development of a new menopause policy, enhanced customer accessibility through complaint form improvements, accessibility testing of our website, updated guidance on microaggressions, and disability awareness training. Our external engagement remained strong, with 91 hours of external networking logged and learning shared internally.

### 5.2 Inclusion and fair treatment – Civil Service Staff Survey

The overall inclusion and fair treatment score rose to 79%, up 4 percentage points from the previous year. Notable improvements were recorded for disabled colleagues (+11% points), carers (+4% points), and female staff (+4% points). Most demographic groups saw positive movement, though there were minor drops among LGBTQ+ and male colleagues. We have projects in this year's action plan specifically for those groups (transitioning at work policy, introduction of the Men's health and wellbeing network).

### 5.3 Satisfaction from EDI-led training

Staff who participated in EDI-led training (e.g. vulnerable customer champion training) reported an average satisfaction rate of 88%. This reflects a strong endorsement of our training offer and the relevance of our content for improving inclusive practice.

### 5.4 Achievement of accreditations

We successfully maintained Disability Confident Level 2 and our Race at Work Charter commitments. These achievements recognise the organisation's ongoing commitment to inclusive recruitment and progression. Plans remain in place to pursue Disability Confident Level 3 in 2026–27.

### 5.5 HR People metrics

#### Social mobility

LeO has performed well against all national benchmarks set by the Social Mobility Commission (SMC). Additionally, it has performed well when compared to legal sector data from the Solicitors Regulation Authority.

The majority of our leadership team comes from a working-class or lower socio-economic background with our figures exceeding national benchmarks. This is particularly evident when examining our Senior Leaders and Line Manager groups.

#### Gender pay gap

Our median gender pay gap decreased to 4%, and the mean to 8%, both significantly better than public sector averages (noting that a reduction of scores in this measure is positive). We continue to implement initiatives to reduce the gap further but do not anticipate much fluctuation in the numbers due to our gender split of colleagues.

### Workforce diversity

We exceed civil service, census, and legal sector benchmarks for female, disabled, and ethnically diverse representation. Our workforce is more diverse than the legal sector average, and LGBTQ+ representation remains strong.

## **5.6 Customer EDI impact and success**

### Multi-disciplinary team referrals

Weekly Multi-Disciplinary Team meetings addressed complex needs related to mental health, reasonable adjustments, and communication. Staff feedback indicates high satisfaction with Multi-disciplinary team support.

### Customer profiles

EDI data from customers with outcomes continues to be tracked and benchmarked against national data. This will be further enhanced through work with BI to improve capture rates (planned for 2025–26), and to monitor reasonable adjustments (planned for 2026–27).

## **6. Key takeaways**

In summary, we now have a clear method of tracking and reporting on our performance in this space. Taken together, the results from this year's EDI performance measures present a very positive picture of where we are as an organisation. We are delivering on our commitments, embedding inclusion in both our culture and our operations, and outperforming many sector and national benchmarks across key areas such as gender, disability, race, and social mobility. Our action plan is being delivered in full, our staff increasingly report feeling included and fairly treated, and our customer-facing work is becoming more responsive to the needs of vulnerable and diverse service users. While there are still areas where further progress is needed, our data shows that we are well on track in our ambition to be a fair, representative, and inclusive organisation for both staff and service users.

# Appendix – EDI Strategy 2023-27

## Equality Priority objectives



### Representative workforce aims

#### Activities in this EPO over the next four years are to:

- Build robust workforce EDI data to enable us to assess representation at all levels.
- Use this insight to target and implement initiatives aimed at increasing representation and access to opportunity.
- Have systems in place to track EDI data for all of LeO's recruitment and development opportunities.
- Achieve compliance with the Race at Work Charter.
- Develop and deliver our first ethnicity pay gap report (building on our annual gender pay gap reporting).
- Ensure external presentation of LeO represents diversity.
- Ensure our suppliers and partners align to LeO's commitment to diversity and inclusion.

### Inclusive place to work aims

#### Activities in this EPO over the next four years are to:

- Ensure our policies are developed to fulfil our legal obligations, taking on board EDI industry best practice.
- Ensure our recruitment processes and workplaces are accessible and inclusive (through the achievement of Disability Confident Level 2 and Level 3 accreditations).
- Develop and implement initiatives to support access to opportunity (e.g., traditional mentoring, reverse mentoring programmes).
- Develop and support initiatives to support staff development and progression.
- Complete annual social mobility reporting of LeO's management.
- Support and develop our staff networks to promote EDI activities and an inclusive culture at LeO.
- Enhance our annual programmes of EDI awareness activities with learning opportunities for LeO staff.
- Support managers to increase their knowledge of disability (utilising resources such as our membership of the Business disability forum and via Civil service-learning resources).

## Customer service and accessibility aims

### Activities in this EPO over the next four years are to:

Build a customer EDI dataset that will enable us to understand our diversity customer profile and how our service impacts on them.

Identify organisations that support vulnerable customers and customer consumer panels. Pro-actively develop links with them to promote our services and take insights from their work that can support LeO's work.

Engage with other Ombudsmen organisations and Regulators to seek out best practice and use that to improve our service.

Provide annual accessibility training for all staff to enhance their knowledge to support their customers.

Contribute to the external engagement work of LeO by providing EDI insights data that can be shared with the profession aimed at reducing complaints, supporting customers with protected characteristics, and improving the quality of complaint resolution.



## EDI Strategy - 2025/26 Action Plan (key deliverables)

OLC Business Plan strategic enablers alignment	HR People Strategy theme alignment	Equality Priority Objective	Activity	Start	Completion target	Progress
People and culture	Develop and support	- Representative workforce - Inclusive place to work	Run safe space sessions with Networks to capture feedback from the Civil service people survey ( <i>Use results to inform EDI/ HR strategies – April 25</i> )	Q1	Q1	Completed
People and culture	Promote engagement, equality, inclusion & wellbeing	- Representative workforce - Inclusive place to work	Deliver annual calendar of EDI awareness raising activities.	Q1	Q4	In progress
People and culture	Develop and support	- Representative workforce - Inclusive place to work	Develop a transitioning at work policy.	Q1	Q4	In progress
People and culture	Promote engagement, equality, inclusion & wellbeing	- Representative workforce - Inclusive place to work	Develop and launch a new Men's health and wellbeing network.	Q2	Q4	In progress
People and culture	Promote engagement, equality, inclusion & wellbeing	- Inclusive place to work	Develop a Glossary of Equality and diversity terms for LeO	Q3	Q4	Not started
People and culture	Attract, recruit, and retain	- Representative workforce - Inclusive place to work	Complete annual review of EDI policies and guidance. ( <i>Sept 25</i> )	Q3	Q3	Not started
People and culture	Develop and support	- Customer service and accessibility	Deliver annual vulnerable customer champion (VCC) training for new managers and specialists. (Jan 26)	Q4	Q4	Not started

OLC Business Plan strategic enablers alignment	HR People Strategy theme alignment	Equality Priority Objective	Activity	Start	Completion target	Progress
Systems and intelligence	Attract, recruit, and retain	- Representative workforce - Inclusive place to work	Complete annual workforce diversity analysis.	Q1	Q1	Completed
Systems and intelligence	Promote engagement, equality, inclusion & wellbeing	- Customer service and accessibility/	Track the impact of changes to the online complaint form (EDI data capture rates).	Q1	Q3	In progress
Systems and intelligence	Promote engagement, equality, inclusion & wellbeing	- Representative workforce - Inclusive place to work - Customer service and accessibility/	Present EDI impact and success performance pack to the Board (July 25)	Q3	Q3	Completed
Systems and intelligence	Attract, recruit, and retain	- Representative workforce - Inclusive place to work	Produce annual Gender Pay Gap report.	Q3	Q3	Not started
Systems and intelligence	Promote engagement, equality, inclusion & wellbeing	- Representative workforce - Inclusive place to work	Complete annual Social Mobility reporting exercise (Board/Executive Team/Line Managers/Ombudsman). (Feb 26)	Q4	Q4	Not started

OLC Business Plan strategic enablers alignment	HR People Strategy theme alignment	Equality Priority Objective	Activity	Start	Completion target	Progress
Relationships and collaboration	Promote engagement, equality, inclusion & wellbeing	- Customer service and accessibility	Seek out best practices to contribute to improving LeO's work through networking activities with Ombuds, Regulators, and EDI industry networks that support vulnerable customers. Share insights with LeO colleagues.	Q1	Q4	In progress
Relationships and collaboration	Attract, recruit, and retain	- Representative workforce - Inclusive place to work	Review compliance/progress with our Race at Work Charter.	Q2	Q3	Not started

# Equality, Diversity and Inclusion

## Measuring impact and success

2024-25 summary



We have the following six measures that we are using to track the impact and success of our EDI initiatives:

**Measure 1:**

**Delivery of the activities on the annual EDI action plan**

- The action plan contains activities to support our customers and staff.

**Measure 2:**

**Track the overall ‘inclusion & fair treatment’ score from the annual Civil Service Staff survey.**

i. Also track annual progression with our inclusion and fair treatment scores with the following groups:

- Gender
- Ethnicity
- Disability
- Sexual orientation
- Carers

**Measure 3:**

**Track staff satisfaction from participants in EDI led training and development activities (via post-completion surveys)**

## **Measure 4:**

### **Achievement of relevant accreditations set out in the EDI strategy**

Race at Work Charter (2023-24), Disability Confident Level 2 (2023-24), Disability Confident Level 3 (2026-27).

## **Measure 5:**

### **Track relevant HR People metrics**

- a) Social mobility tracking (aiming for LeO to have a representative workforce and favourable profile against the Social Mobility Commission and legal sector benchmarks).
- b) Gender pay gap (aiming to be in line with the public sector average benchmark).
- c) Track measures of representation from our annual staff diversity data tracking (aiming for LeO to have a representative workforce in line with civil service data, census data, and legal profession benchmarks).

## **Measure 6:**

### **Customer EDI impact/success**

- a) Track the number and themes of Multi Disciplinary Team referrals.
- b) Track the annual EDI profile information of customers that have had an outcome.
- c) \*Track annual customer capture rates of EDI information (2025-26 deliverable).
- d) \*Track the number and types of customer reasonable adjustments (2026-27 deliverable).

*\*We will work with the BI team to get the information to report on measure 6c by the end of 2025-26/ 6d by the end of 2026-27.*

# Measure 1: Results

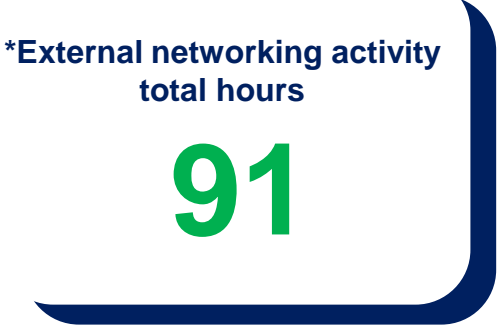
Delivery of the activities on the annual EDI action plan



# Measure 1 results - Delivery of the activities on the annual EDI action plan



- All 2024-25 activities were completed by financial year end.
- \*Key insights from external networking activities were shared with colleagues.





Some of the key deliverables which positively impacted retention, candidate attraction, staff engagement, and our goal of creating an inclusive culture at LeO included:

- The creation of a new menopause policy
- A comprehensive external accessibility review of our LeO website
- Full review and update to the managing unacceptable behaviour policy (customers).
- The creation of new microaggressions guidance
- Delivery of disability awareness training for our managers (Autism/ ADHD/ Dyslexia)
- Seven network led events aimed at raising awareness of race inclusion, gender equality, LGBTQ+ inclusion and disability awareness
- Expansion of our LeO social mobility tracking (to include Ombudsman and Senior Ombudsman)
- Enhancements made to our online complaint form aimed at improving customer experience
- Delivery of vulnerable customer champion training
- Participation in commissioned research to identifying consumer vulnerability in the legal sector<sup>17</sup>

# Measure 2: Results

Use the overall 'inclusion & fair treatment' score from the annual Civil Service Staff survey.



Tolerance	
70 - 100%	
50 - 69%	
0 - 49%	

Gender 'inclusion & fair treatment' score

**79%**

Male **75%** (-3%) last year 78%  
Female **82%** (+4%) last year 78%

Ethnicity 'inclusion & fair treatment' score

**81%**

White **82%** (+0%) last year 82%  
EM **80%** (+3%) last year 77%

Disability 'inclusion & fair treatment' score

**84%**

Disabled **84%** (+11%) last year 73%

Sexual orientation 'inclusion & fair treatment' score

**82%**

Heterosexual **80%** (+1%) last year 79%  
LGBTQ+ **83%** (-2%) last year 85%

Carers 'inclusion & fair treatment' score

**77%**

Carers **72%** (+4%) last year 68%  
Non-carers **82%** (+2%) last year 80%

- Data for this measure is taken from the **2024** annual Civil Service survey scores compared with the 2023 results.
- Percentage increases or decreases refers to percentage points increases, or percentage points decreases.

# Measure 3: Results

Track customer satisfaction from participants in EDI led training and development activities

# Staff satisfaction from participants in EDI led training and development



Autism training

**67%**

Line manager training

ADHD training

**79%**

Line manager training

Dyslexia training

**88%**

Line manager training

Trans awareness  
speaker event

**98%**

All staff event

Women's health  
GP-led event

**96%**

All staff event

Men's health event  
GP-led event

**90%**

All staff event

Vulnerable customer  
champion training

**100%**

Tolerance	
70 - 100%	Green
50 - 69%	Yellow
0 - 49%	Red

- Data is taken from participants in 2024-25 EDI led training and development activities via post-completion surveys (Scores include: Agree and Strongly Agree).
- 18 x staff completed the VCC training in January 2025 including Investigators, Ombudsman, Team Leaders and Info Security.



# Measure 4: Results

Achievement of accreditations  
set out in the EDI strategy

**Measure 4 results** - Achievement of relevant accreditations set out in the EDI strategy

Achieve Disability Confident Level 2

**Achieved**

2023-24



Achieve compliance with the Race at Work Charter

**Achieved**

2023-24



Achieve Disability Confident Level 3

**Not started**

2026-27



- The **Disability Confident Level 2 (Employer)** scheme recognises employers who have self-assessed to ensure they actively attract, recruit and retain disabled people within their workforce.
- The **Race at Work Charter** is a public commitment by businesses to advance workplace equality for Black, Asian, Mixed Race, and other ethnically diverse employees.
- The **Disability Confident Level 3 (Leader)** scheme acknowledges employers who have their disability inclusion practices externally validated, and actively champion disability confidence within their networks.

# Measure 5: Results

Track relevant HR People metrics

- Social mobility
- Gender pay gap
- Workforce diversity



# Measure 5a results – Annual social mobility monitoring

Socio economic background SMC National Benchmark		LeO Average v SMC	Legal Professional Benchmark	LeO Average v Legal Benchmark
What was the occupation of your main household earner when you were about aged 14?				
- Professional	37%	38%	57%	38%
- Intermediate	24%	10%	13%	10%
- Working Class	39%	53%	18%	53%
Attended a state run or state-funded school			64%	92%
Attended an Independent or fee-paying school	7.50%	6%	21%	6%
Eligible for free school meals - Yes	15%	35%	N/A	
*No parent attended university and gained a degree by the time you were 18?		*71%		

- **2025 social mobility survey results** (February 2025). **Benchmark 1:** Social mobility commission national benchmarks. **Benchmark 2:**The legal industry's socio-economic benchmarking data was referenced from the SRA, covering solicitors and other employees in SRA-regulated law firms based on data collected from firms in 2023.
- **\*Note on this question: No parent attended university and gained a degree by the time you were 18:**
  - LeO’s score for this question has been benchmarked using UK population data as SMC do not provide a specific benchmark. As of 2022, 42% of adults in families with dependent children held a degree or higher qualification, indicating that approximately 58% did not have a university degree.
  - SRA data indicates that 57% of lawyers have parents from a professional background, suggesting that a significant portion of legal professionals come from families where higher education is prevalent. Given these figures, a benchmark where **50-60%** of employees' parents did not attend university would reflect a commitment to socio-economic diversity, aligning with the broader UK demographic and indicating inclusivity within the legal sector. LeO’s score was **71%** which is very positive.

## Measure 5a results – Annual social mobility monitoring

### Summary:

- The results of the 2025 Social Mobility Survey present a highly positive picture of the Legal Ombudsman (LeO) as an inclusive and socially diverse organisation.
- LeO has performed well against all national benchmarks set by the **Social Mobility Commission** (SMC). Additionally, it has performed well when compared to **legal sector data** from the Solicitors Regulation Authority.
- The majority of our leadership team comes from a working-class or lower socio-economic background with our figures exceeding national benchmarks. This is particularly evident when examining our Senior Leaders and Line Manager groups.
- We have strong representation of individuals who attended state-funded schools across all of our leadership groups.
- A significant proportion of our Senior Leaders, Line Managers, and Ombudsman were eligible for free school meals. This indicates that individuals from economically disadvantaged backgrounds have been able to secure leadership roles or progress into leadership roles within LeO.

# Measure 5b results – Annual gender pay gap monitoring

## Median gender pay gap

4%

**(-1% point)** last year 5%

**\*\*Public sector comparison 10.6%**

**\*\*Private sector comparison 12.6%**

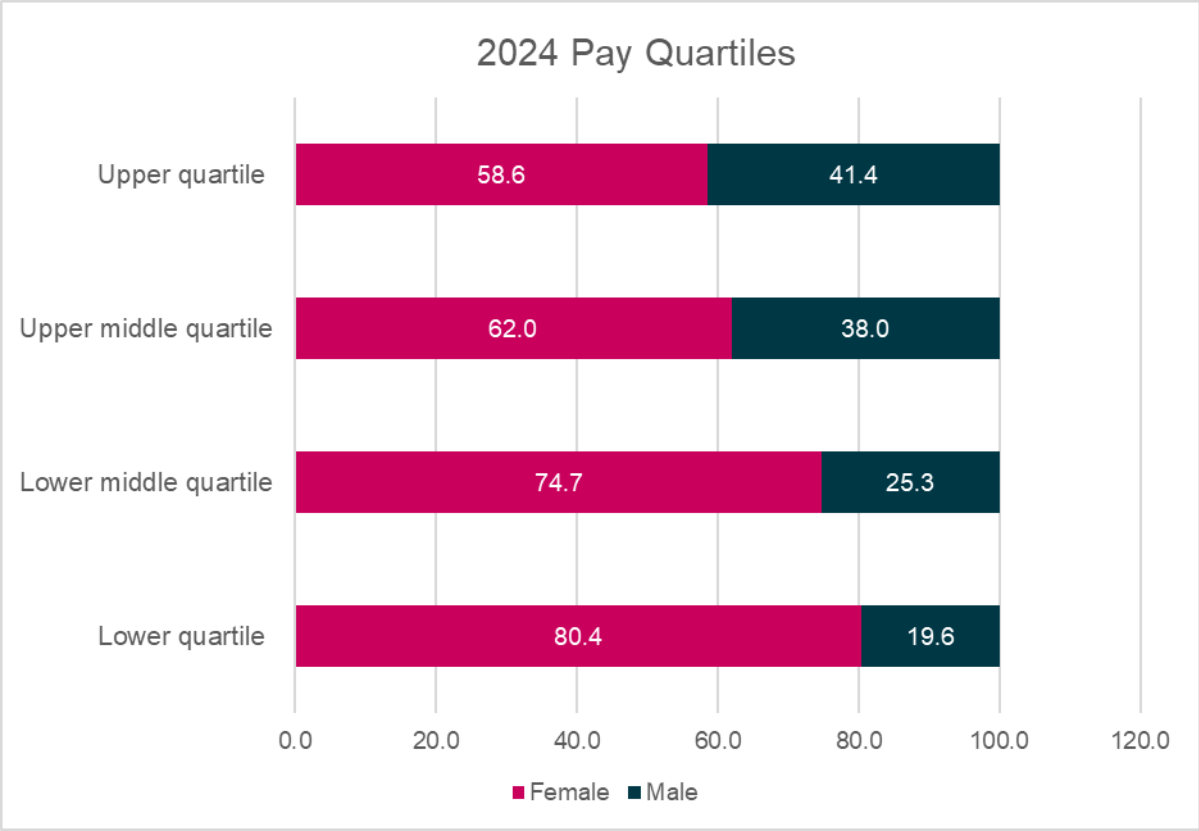
## Mean gender pay gap

8%

**(-3% points)** last year 11%

**\*\*Public sector comparison 10%**

**\*\*Private sector comparison 12.5%**



### Mean gender pay gap

The difference between the average of men’s and women’s hourly pay.

### Median gender pay gap

The difference between the midpoints in the ranges of men’s and women’s pay. All salaries in the sample are lined up separately for men and women in order from lowest to highest, and the middle salary is used. The figure is the difference of these two middle points.

\* A reduction in gender pay gap is viewed as positive for this measure. An increase is not viewed as positive.

\*\* Benchmarking data referenced from the Office for national statistic 2024 dataset.

## Summary:

- **Median gender pay gap:** 4% (decreased by 1% point; significantly below public sector average of 14% and national average of 14.3% which is positive).
- **Mean gender pay gap:** 8% (decreased by 3% points since last year; remains below the public sector average of 11.5% which is positive).
- **Bonus pay gap:** Mean bonus gap is 3%; median bonus gap is 24%.
- **Workforce gender composition:** 68% female, 32% male.
- **Senior leadership:** 57% of Executive Team members are female.
- **Pay quartiles:** Males are overrepresented in the upper quartile (41.4% male vs 58.6% female); females are overrepresented in the lower quartile (80.4%).
- **Rewards:** 65% of employees received recognition payments; slightly higher proportion of males (70%) than females (63%) received rewards.
- **Key initiatives:** Strengthened family-friendly policies, ongoing leadership development, Women's Network support, and expanded EDI events.
- **Key takeaways:** Positive downward trend in gender pay gap; strong commitment to sustaining gender equality and inclusivity across all levels.

## Measure 5c results – Annual monitoring of workforce diversity

Category	LeO workforce 2025	Variance to 2024	Civil service	LeO 2025 variance	Census E&W data	LeO 2025 variance	Legal professional	LeO 2025 variance
Female	68%	0%	55%	+13%	51%	+17%	53%	+15%
Male	31%	0%	45%	-14%	49%	-18%	45%	-14%
Disability	19%	+8%	17%	+2%	18%	+1%	6%	+13%
Ethnic minority	25%	-2%	17%	+8%	18%	+7%	19%	+6%
Sexual orientation	5%	0%	7%	-2%	3%	+2%	4%	+1%
Median age	39	-1	44	-5	40	-1	N/A	N/A

- 2024 LeO workforce data compared with the 2025 results (taken from April 2025).
- Civil service workforce data is for 2024. Census data is for England and Wales.
- The legal industry's socio-economic benchmarking data was referenced from the [SRA](#), covering solicitors and other employees in SRA-regulated law firms based on data collected from firms in 2023.

## Summary:

- LeO continues to make strong progress against our 'Representative Workforce' priority, with diversity levels exceeding sector and national benchmarks across most categories.
- We remain significantly ahead of the civil service, census, and legal profession benchmarks for **female** representation, **disability**, and **ethnic minority** representation.
- Our workforce is **more diverse than the wider legal profession**, particularly in relation to disability and ethnic background.
- **LGBTQ+** representation is higher than the general population and legal sector.
- The median age of our staff is younger than both the civil service and the national average.
- Our gender profile aligns with sector norms for Ombudsman services, where female-majority workforces are common. The Solicitors Regulation Authority (SRA) reports a 64% female workforce.
- Overall, LeO is well positioned to meet and further embed its commitment to a workforce that better reflects the communities we serve.



# Measure 6: Results

Customer EDI impact/success

# Track the number and themes of Multi Disciplinary Team referrals

MDT cases reviewed  
in 2024-25

**33**

\*Staff satisfaction  
with MDT support

**100%**

Case age date at  
time of MDT referral

**294**  
days

## Top 5 referral themes

1. Case progression & delays
2. Reasonable adjustments
3. Mental health & capacity
4. Health issues
5. Communication challenges

## Top 5 advice themes

1. Investigator actions
2. Reasonable adjustments
3. Written communication strategy
4. Case management strategy
5. Case resolution strategy

• Meeting weekly, the MDT provides guidance, assurance, and clarity to Investigators, Team Leaders, and Ombudsmen handling complex or sensitive cases particularly where vulnerability, reasonable adjustments, or communication challenges are involved.

• \*Staff satisfaction data taken via an MDT survey to users of the service (Score includes – ‘Agree’ and ‘Strongly Agree’ for how satisfied they were with the overall MDT process).



## 6b) EDI profile information of customers that have had an outcome

Category	LeO complainants 2025	Variance to 2024	Census E&W data
Female	48%	+2%	51%
Male	50%	-2%	49%
Disability	33%	0%	18%
Ethnic minority	19%	+2%	18%
Sexual orientation	4%	+1%	3%

- 2024 LeO complainant data compared with the 2025 results (taken from April 2025).
- Census data is for England and Wales.