



## The Charter for Fairness: 12 points for best practice

1. Implement policies for monitoring work opportunities for both unallocated and allocated work (including led work) which include recording on chambers management systems all the members of chambers to whom an opportunity has been offered; all those who were put forward and why the final allocation was made. To be monitored by senior barrister members and clerks on a regular basis at agreed intervals, with reporting (to chambers' management committee and/or E&D officers) on discrepancies and suggested improvements.
2. Monitor earnings at all levels of seniority and by practice type. Where chambers have not chosen to have earnings transparency, consider sharing anonymised earnings figures in bands of years of practice or ranges, including (on request) with individual members for practice review meetings.
3. Implement regular practice reviews between a senior clerk/team leader and each member of chambers at least once a year, scheduled by the clerking team, unless a member says they do not want one. Have anonymised data on allocation of work and earnings of those in a similar call band (as well as for that individual) available for discussion at practice reviews.
4. Clerks initiate discussions of longer-term ambitions at practice reviews (including silk, judicial, practice areas as appropriate) as well as actively enquiring into work a member would want to develop in the shorter term.
5. Always be alert to challenge assumptions, including one's own, about what areas of work particular members might want to work in.
6. When juniors are allocated to silks or other led work, ensure all potential juniors are fairly considered and record the instruction as an opportunity on the chambers management system. Do not simply accept repeated bringing-in of the same junior. Consider formally treating silks/leaders as "clients" for work allocation purposes.
7. Arrange regular training for clerks, appropriate to the level of seniority, on fair work allocation and non-discriminatory work practices, fairness in recruitment and management.
8. Consider and where possible implement systems to ensure all work is billed fully and fairly. This includes not charging a lower hourly rate or brief fee for those that work part time or who have returned from extended leave. Ensure that any request (by solicitors or counsel) for discounting fees or reducing rates is actively questioned. Consider the use of time-recording software chambers-wide if a lot of work is done on a time basis.
9. Recognise and challenge the tendency most people have to sponsor individuals who are more like themselves. Actively encourage a more widespread and thoughtful system of sponsors. Implement formal mentoring schemes which include a choice of mentors/mentoring groups. Consider unconscious bias training for members and staff.
10. Organise as wide a range of marketing activities as possible, with different types of marketing strategy, times of day, activities, and venue. Encourage different members to use the strategies they are more comfortable with.
11. Have openness to all members about marketing strategies being used, including regular newsletters on both past activities and forthcoming opportunities, and on the submissions made by chambers to directories.

12. Encourage open communication and do not make assumptions about matters such as childcare, return to work after extended breaks (including parental leave, illness, bereavement and other), working from home preferences and availability if working part-time. Seek actively to ensure that those working flexibly have access to high quality and lucrative work.