



# CLIENT EXPERIENCE ANNUAL REPORT 2026



## Our clients' expectations are evolving rapidly.

In a highly competitive market, it's no longer enough for law firms to simply deliver high quality legal advice – after all, this is something that all firms should be delivering as a minimum expectation.

The true differentiator is in the client experience – how they were treated, how they were communicated with and above all, how they felt when interacting with us.

By focussing on the client's experience, from first interaction with our website, our reception teams, when making a call to us, or even when being invoiced for our work, we differentiate ourselves from the competition and create advocates of our business.

## A MESSAGE FROM OUR PILLAR LEAD

*"At Stephens Scown, we have made a conscious and dedicated commitment to client experience. Our strategy has elevated service quality and consistency to industry-leading levels, delivering tangible business benefits such as saving legal teams time and unlocking capacity. By embedding a culture of listening and proactive engagement, we have shifted from reactive feedback to rich, mid-matter insights that empower teams to exceed expectations and build lasting client relationships."*

### **Ellie Hibberd**

Pillar Lead for Client Experience



## THE VALUE OF CLIENT FEEDBACK

“ We share client feedback during our monthly team meetings, which is always a positive standing agenda item. It’s a privilege to deliver it and a reminder for us all to seek feedback wherever possible. This allows the team to hear what actions are landing positively with clients so they can implement those themselves. ”



Chris Morse

**“ COULD NOT ASK FOR A BETTER SERVICE ”**

Ben Wheeler and Lowenna Spears always kept you up to date with progress, answering phone calls and emails promptly. We could not ask for a better service.



**BEN WHEELER**  
Partner  
Property Development



**LOWENNA SPEARS**  
Solicitor  
Property Development

**SCOWNER ST★R**

**“ CLEAR AND PROFESSIONAL ”**

We’ve really appreciated the support from the team - everything has been clear, professional, and handled quickly. You understood what we needed straight away and quoted and executed things with just the right level of detail and pace.



**BECKY PICKFORD**  
Partner  
Intellectual Property, Data Protection and Technology

**SCOWNER ST★R**

**“ INCREDIBLY SUPPORTIVE ”**

Alison Bidgood is exceptional when it came to dealing with selling and buying a property. Always answered the phone, giving good sound advice and being incredibly supportive in my time of need.



**ALISON BIDGOOD**  
New Homes Manager  
Property Development

**SCOWNER ST★R**

## OUR JOURNEY: RAISING THE PROFILE OF CLIENT EXPERIENCE

Whilst Client Experience (CX) is widely spoken about within the sector, Stephens Scown stand apart in our commitment to improving the client experience at every opportunity.

Our goal is to be a client-centric law firm so that our clients’ interests are a driving force behind decisions and actions taken in the firm. We know that clients engaging with law firms measure service quality not just against other law firms they have used but also against consumer-facing organisations in entirely different sectors. That comparison is starting to drive how law firms approach and engage with CX.

Over time we have developed our CX approach, expanding our mystery shopping to check our processes and approach to new clients and developing our client review process to generate more, high quality feedback from clients.

## EVOLVING OUR APPROACH: THE CLIENT LISTENING MODEL

In February 2025, we transitioned to a client listening model, surveying clients when invoices are raised, typically during an active matter.

This allows us to gather feedback up to three times a year from each client, check satisfaction, and ask if clients would recommend us (Net Promoter Score, NPS). This shift enables us to act on feedback in real time, improving relationships and outcomes for our clients.

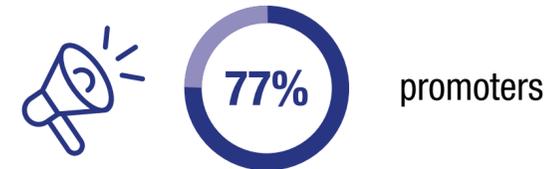
We’ve been able to celebrate and recognise great feedback, further building on our client-centric culture.

Official complaints have reduced by 30% over two years as a result of uncovering areas of dissatisfaction, frustration or friction earlier and through the development of processes that support exceptional client experience.

To be a client-centric law firm so that our clients’ interests are a driving force behind decisions and actions taken in the Firm.

# KEY TRENDS AND THEMES

Our quantitative impact from August 2023 to September 2024.



Our quantitative impact since February 2025:



## BROADER ENGAGEMENT

The new model has increased both the volume and breadth of feedback, with all clients now opted in to feedback surveys as standard.

This inclusivity ensures a more representative picture of client satisfaction across all teams, and a broader engagement with client experience conversations across the business.



## ACTING ON FEEDBACK

By generating the survey requests during a matter, we can address any dissatisfaction while a matter is ongoing, rather than receiving feedback at the end of a matter once the opportunity to rectify a situation has passed.

This client-first approach has proven to improve relationships and satisfaction, turning detractors into promoters.



## OPPORTUNITY FEEDBACK BROUGHT TO LIFE

One of the most powerful aspects of our client listening model is the ability to act on feedback in real time, turning potential issues into opportunities for improvement and deeper client trust.

Here are some expanded examples of how feedback has directly led to positive change:

### Family Finance: Turning Frustration into Satisfaction

A client expressed concerns about rising costs and slow progress in their divorce matter. Previously, such feedback might have been received only at the end of the case, limiting our ability to respond. With our new approach, the team was able to review the file promptly and reach out to the client. They explained the reasons behind the pace of the matter and the factors influencing costs, providing reassurance and transparency. As a result, the client felt heard and supported, and their feedback later in the process reflected a much more positive experience.

**Learning:** Early intervention and open communication can transform a potentially negative experience into a positive one, reinforcing trust and loyalty.

### Commercial Real Estate: Restoring Communication

Feedback highlighted that a client had not received responses to several emails, leading to frustration and uncertainty. Investigation revealed that illness within the team had caused the oversight. The CX team worked with the legal team to contact the client, explain the situation, and provide a comprehensive update on their matter. This proactive engagement not only resolved the immediate issue but also re-established effective lines of communication for the remainder of the matter.

**Learning:** Acknowledging mistakes and providing timely updates can quickly rebuild client confidence and prevent minor issues from escalating.

### Family Team: Improving Process Flow

Feedback from clients and team members indicated that the timing of a key process flowchart—previously sent after meetings—was causing confusion. Acting on this insight, the team adjusted the process so that the flowchart is now provided before meetings, helping clients understand what to expect and prepare more effectively.

**Learning:** Small process changes, informed by client feedback, can significantly enhance clarity and reduce anxiety for clients during stressful times.

### Employment Team: Enhancing Communication in Complex Matters

Clients receiving complex HR and employment advice sometimes struggled to identify next steps. Feedback prompted the team to revise their approach to emails, adding clear, digestible summaries of key points and actions at the end of messages. This change has made it easier for clients to follow advice and feel confident about what to do next.

**Learning:** Tailoring communication to client needs—especially in complex or technical matters—improves understanding and satisfaction.

# CREATING MEANINGFUL MOMENTS

This year we've continued to invest in meaningful, human moments that strengthen the relationships we build with our clients, showing genuine care, acting with purpose, and making every interaction count.

Across the firm, several initiatives have helped us bring this commitment to life.



## Recognising Excellence Through CX Pin Badges

To keep client experience front of mind every day, we introduced CX pin badges that celebrate colleagues who consistently demonstrate outstanding client care.



### CX Superstar recognises consistent good practice.

This badge is awarded to those who demonstrate reliable, thoughtful client service day in and day out. CX Superstars set a strong foundation for how we deliver excellence across the firm.



### CX Champion recognises standout contributions.

This badge celebrates moments where individuals or teams have stepped up to make a real difference for clients - whether that's solving a problem quickly, creating a seamless process, or making clients feel truly valued.



### CX Trailblazer celebrates innovation and leadership.

This badge is the highest recognition, celebrating those who not only deliver outstanding client experience but also inspire others, drive innovation, and shape how we build lasting client relationships.

These badges are a visible reminder of the standards we hold ourselves to and signal to clients that their experience with us matters.

## 'WOW Moments' Through CX30 and Social Supermarket

Delivering excellent client service isn't just about the quality of our legal advice, it's about the humanity, empathy and attentiveness we bring to every relationship. Our Wow CX30 initiative helps us embed that ethos every day by giving every Scowner the freedom to brighten a client's day. Whether it's recognising a personal milestone, offering support during a difficult moment, or simply thanking someone for their trust, CX30 empowers colleagues to create genuine "WOW moments" that strengthen long-lasting relationships.

To make these gestures even more purposeful, we've partnered with Social Supermarket, a fellow B Corp and gifting platform that champions ethical, impact-driven suppliers. This year we created a dedicated Stephens Scown portal, giving colleagues access to a curated range of high-quality mini hampers and thoughtful gifts that reflect our values. The platform also supports our reporting needs, tracking our environmental impact and the carbon footprint of each gift purchased.

This year alone, £3,360 was invested in delighting clients through the CX30 programme. One example that captures the spirit of the initiative came when the CEO of a charity we support was recovering from a serious cycling accident. Due to the relationship we'd built, we knew exactly what would lift his spirits, a Liquorice Allsorts tree discovered through Social Supermarket.

"A 'Liquorice Allsorts tree', what a fabulous treat! How did you know that Liquorice Allsorts were my favourite? ... It now only hurts when I laugh..."

## Giving Back Through Client Feedback

We are grateful to every client who takes the time to give feedback through our listening programme. Their insights help us continually improve, and this year, we've donated £3,105 to our firm charities in appreciation of that time and support. It's another way we ensure client experience drives positive impact beyond the firm in our communities.



# THEMATIC AND SENTIMENT ANALYSIS

The volume of feedback, especially from free-text responses allows us to identify firm-wide and team-specific trends.

Through the use of cutting edge AI sentiment tools we're able to analyse comments given in free text boxes. This means clients are free to comment on what is important to them, rather than be led by our questions.

The richness of this information allows us to build a picture of what our clients feel about Stephens Scown, about a specific team or even an individual legal adviser.

# USING FEEDBACK TO DRIVE CHANGE

Our client listening model reveals that different client types value different approaches and communication styles.

By reflecting client language and sentiment in our communications and website, we can better meet their needs. Responsiveness and clarity are universal priorities - from both positive situations and when frustrations arise.

We are actively working to address areas where feedback indicates room for improvement, such as providing clearer estimates and more proactive updates.





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