

Navigating a sustainable future

Documenting our commitment to responsible business in 2024-2025

enter



Kennedys

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Welcome from **Meg Catalano**, Global Managing Partner, on behalf of the Executive Group

In this year's Responsible Business Report, we demonstrate how we're making good on the promises of previous years.

One of the advantages of producing an annual report of sustainability progress is that you can use it to hold organisations to account for the promises they make. It's true that not every target set or commitment made will be achieved. Some are overtaken. Some evolve into something else. But broadly, whether framed as a target or mentioned within the narrative, when we say we're going to do something, we want to see it done.

Last year, for example, we stated that we were in the process of evolving the governance structure of our Responsible Business strategy. This year, we introduced the Responsible Business Leadership Group, created to provide high-level governance of our operational Responsible Business strategy and goals.

Last year's report stated that, "Our new global wellbeing strategy is in development." This year, we have delivered it ([see p15](#)).

Last year, we said that, by 2040, we would reduce our absolute Scope 1, 2 and 3 emissions by 90% relative to a 2020 base year. We're now working to publish our net-zero action plan in next year's report.

And last year, we reported on how our pro bono work was continuing "to build momentum across our offices globally". This year, with a new pro bono manager in place, we launched the firm's strategic global pro bono strategy, formalising our commitment to supporting underserved communities.

I am proud to say that, from wellbeing to mental health, a more diverse partnership to living wage, we have met or are within touching distance of meeting many of the targets that we set.

This shows the power of target setting, of reporting, and of having a Responsible Business strategy to help shape our progress. Inevitably, it also compels us to look at areas where we have more work to do, and find new ambitions in areas where our targets have been met.

So while we can take an enormous amount of satisfaction in looking back at the distance we have travelled on our sustainability journey, we must always look to do more to ensure that our people, clients, supply partners, and the communities we support all continue to see us as a responsible business.

Thank you for reading this report.

Global highlights



Established the Responsible Business Leadership Group

The group provides high-level governance of our operational Responsible Business strategy and goals. It comprises partners from all five of the firm's regions and includes representatives from the Governance Group, C-Suite, and ESG Product Group.



Created a new wellbeing strategy

Our refreshed global wellbeing strategy takes a holistic approach to help our people feel well and work well. We aim to foster sustainable high performance and create an environment where everyone can be their authentic selves, promoting greater psychological safety.



Recognised for excellence

Achieving a Silver rating this year, we are in the top 5% of companies rated by EcoVadis in the legal and accounting activities sector and were recognised among the top 20 firms by Lamp House Strategy in 2025.

Developed a global pro bono programme

We supported nearly 40 organisations, charities and social enterprises during the first year of our new global pro bono programme, and developed stronger strategic partnerships to ensure our people undertake impactful pro bono work.



Got our people involved

We recorded over 7,200 hours of time collectively dedicated to responsible business activities, encompassing wellbeing, diversity, equity and inclusion (DE&I), pro bono, community volunteering, environmental engagement and more.



Took more steps towards net zero

In 2022, we approved near-term targets with SBTi. Last year, we validated our net-zero goal. This year, we've appointed a head of sustainable procurement to ensure strategic, impactful progress towards net zero by 2040.



Saw our innovative sustainability accelerator shortlisted for:

Innovative Lawyers in Sustainability at the FT Innovative Lawyers Awards Europe; Sustainability Initiative of the Year at The Lawyer Awards; and Best ESG Initiative at the UK People in Law Awards.



Collaborated with our clients

Our clients care as much as we do, so we joined forces and worked together on activities and agendas that positively affected the environment, social cohesion and DE&I.



Retained a healthy gender balance:

Global female partnership remained at 36%. We aim to reach 40% globally by 2030 and we're on track to meet this, with 44% female partnership in APAC and 38% in the UK.

Who we are and what we do

We are a global law firm with expertise in dispute resolution and advisory services. We're here to deliver straightforward advice, even when the issues are complex.

But it's often our insights and support beyond the law that really make a difference to clients. Our expert knowledge of our chosen industries means we're the best people to help clients navigate their challenges, today and tomorrow.

Our clients are global, and so are we. We have the scope, scale and expertise to be there for them, whenever or wherever they need us to do business. We explore issues from different angles and offer them a global perspective, tailored to their local environment. We help them think ahead and we empower them with a diverse range of ideas, tools and technology to make their lives easier.

We simplify the complex: With the benefit of our deep sector knowledge and a wealth of reference material, we provide straightforward advice in plain language, and never overcomplicate matters.

We think ahead: Our clients have a great deal to think about in their business, so we make it our responsibility to think ahead about where they will need us next and what they will need us to deliver.

We offer global perspectives: Our niche focus on insurance and disputes permeates every part of our global network. We study global and local issues and always offer rich diverse perspectives.

We're down to earth: Our vibrant and approachable culture helps deepen our client relationships. We operate as an extension of our clients' businesses to develop enduring global relationships.

We make a difference: We support our clients beyond the law. By providing clients with innovative products and invaluable resources, we empower them to achieve great things, even when we're not in the room.



2,900+
people



18
countries



45
offices

Sustainability and ESG services for our clients

We're working hard on our Responsible Business goals and challenges. So too are our clients, and we are committed to applying our Environmental, Social & Governance (ESG) knowledge and experience to helping them anticipate, mitigate and manage the risks and opportunities, so they can act with confidence today and plan effectively for tomorrow.

Insights and events

Navigating the future of sustainability and ESG

The sustainability and ESG landscape continues its rapid and often complex evolution. Getting sustainability strategies right can boost business value and resilience; getting them wrong can have significant, lasting consequences.

2024 marked a turning point, with more companies electing to embed sustainability into their governance frameworks. In 2025, new challenges and opportunities are emerging as regulations advance and the volume of ESG-linked litigation cases continues to rise.

Businesses will also need to respond to shifting geopolitical dynamics, including the impact of the US administration and evolving global risks capable of influencing the rate of change.

Against the backdrop of this global polycrisis, where environmental, social and geopolitical risks overlap, organisations must anticipate the implications for their operations, strategy and risk management.

Our latest report – Navigating the future of sustainability and ESG – offers a high-level view of the legal and regulatory trends that will shape how the insurance sector and other global industries approach sustainability and climate resilience in the year ahead, and beyond.

In it, we focus on four key areas set to define corporate risk strategies: artificial intelligence and technology integration, climate resilience and adaptation, biodiversity, and supply chain due diligence.

[Read the report ↗](#)

Global forecast 2025

Our global forecast report 2025 examines the major risks, including sustainability/ESG risks, shaping the market and the pace at which they may unfold. By collating cross-sector and cross-jurisdiction insights, our report provides a grounded view of the challenges and uncertainties businesses are likely to face in the year ahead.

[Read the forecast ↗](#)

Sustainability webinars

Over the past year, we've hosted a series of webinars exploring some of the most pressing issues in sustainability and ESG as part of our ongoing work to provide practical, informed perspectives on the evolving sustainability landscape.

Topics included:

- Corporate responsibilities and data protection – examining how sustainability commitments intersect with privacy and data regulation.
- Nature restoration policy – comparing approaches in the UK, the EU and Latin America.
- Green hydrogen as marine fuel – considering its potential and challenges in the wake of COP29.
- Key developments and risk areas – highlighting new developments in climate litigation, reporting and other ESG regulations impacting global financial lines.

[Watch the webinars here ↗](#)

Our first sustainability and ESG newsletter

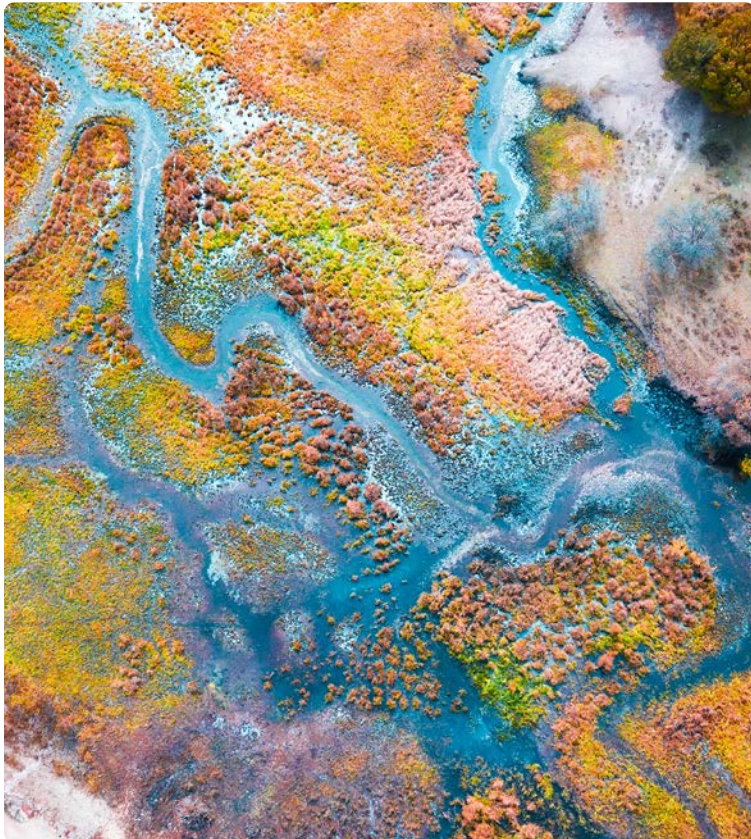
Our new newsletter is designed to raise internal awareness of our global capabilities, showcase the initiatives we're driving firmwide, and highlight key trends alongside the important work our fee earners do to help clients navigate the complex world of sustainability.

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Our strategy

This year's report reflects a period of transition. Over the past year we have completed some targets while others have been overtaken, so as we shape our 2026–30 Responsible Business strategy we will be developing new and revised targets to support the next stage of our journey.

Our double materiality assessment explored issues most material to our business and stakeholders. We've categorised these as 'critical' (that is, the topics requiring greatest attention), 'focus' and 'foundational'. Our critical topics, and therefore the key areas explored within this report, are as follows:

- Employee health and wellbeing
- Diversity, equity and inclusion (DE&I)
- Net-zero transition
- Pro bono services and social value creation
- Attracting, developing and retaining talent
- Data and cyber security management.

Whilst we've evolved beyond structuring our reports directly around them, our approach is still led by the UN Sustainable Development Goals (SDGs). As a global framework, they inform our strategy and guide our level of ambition, ensuring we are aligned with a sustainable future. The five SDGs that we focus on are:

- Good health and wellbeing
- Decent work and economic growth
- Reducing inequalities
- Climate action
- Peace, justice and strong institutions.

We indicate the SDGs applicable to each focus areas throughout the report.

Within the next few years, we will conduct another double materiality assessment to refine our priorities, ensuring our strategies remain relevant in a changing world. Until then, we'll be delivering against commitments we've already made, strengthening our impact across our chosen priority areas and laying the foundations for the next phase of our responsible business journey.

Our governance

This year, we established the Responsible Business Leadership Group. It's there to instil greater accountability at leadership level and provide high-level, firm-wide oversight, defining the values that guide our decisions, identifying the people responsible for them, and establishing how we're held to account.

The group brings together diverse perspectives to oversee environmental impact, social responsibility and governance. It comprises partners from all five of the firm's regions and includes representatives from the Governance Group, C-Suite, and ESG Product Group. Its role is to support our compliance, strengthen our accountability, and ensure our Responsible Business initiatives – from decarbonisation to diversity, wellbeing and community impact – drive meaningful, sustainable change. As its work develops, the group will share insights across regions and coordinate with related areas to enhance firm-wide oversight and support.

[Read more here](#) ↗

In 2024, members of the Executive Group, C-suite and global practice heads took part in a climate leadership workshop exploring the economic impacts of climate change and the risks and opportunities it presents for the firm. By engaging our senior leadership in this training, we're strengthening our understanding of climate-related issues at the highest level of the firm, ensuring accountability for our environmental commitments and supporting informed decision-making as part of our Responsible Business strategy.

For the period covered by this report, our governance structure is as follows:

Executive Group: Five members responsible for setting strategic direction and managing firm-wide operations, acting as our board-level equivalent.

Responsible Business Leadership Group: A sub-committee of the Executive Group, providing leadership-level accountability for responsible business.

Partner sponsors: Over 50 partners supporting our global Responsible Business programme across various workstreams. They hold the Responsible Business team accountable for strategic delivery, act as spokespeople and figureheads in their respective areas, promote key initiatives, host events, and are consulted on the development of future strategies.

Data Risk team: A team to assess and mitigate data risks across Kennedys' global network.

Responsible Business team: A team committed to leading strategy development, consulting and collaborating across the firm, and overseeing implementation.

Regional and employee groups: Various groups that work directly with the Responsible Business team to deliver initiatives, including:

Regional
DE&I advisory
groups

Regional
affinity groups

Thrive
action groups

Pro bono
champions

Wellbeing
champions

Climate
champions



Our reporting frameworks

Clarity, transparency and rigour lie at the heart of what we do – they are essential elements in simplifying the complex, thinking ahead and offering a global perspective. They're also central to the way we report and disclose information. This report is informed by the SDGs, by third-party assessments such as EcoVadis (see below), and by international reporting frameworks including the Global Reporting Initiative (GRI).

We've been a member of the United Nations Global Compact since 2020 and are committed to ensuring the Ten Principles (including respect for human rights, labour rights, environment and anti-corruption) are incorporated into our firm. We complete the Communications on Progress annually and are part of are part of its Forward Faster initiative, committing to science-based net-zero targets validated by the SBTi ([see p25](#)).

This year, we increased our EcoVadis score from 64 to 72, earning us a silver medal and placing us ahead of 90% of companies in our sector.

The EcoVadis platform enables clients to review our performance in topics such as environment, labour and human rights, ethics and sustainable procurement. To further be a transparent supplier to clients, we completed IntegrityNext to share our progress regarding environmental protection, supply chain visibility, and DE&I.

We are also pleased to have been recognised as a top-20 firm by Lamp House Strategy's 2025 benchmarking. Lamp House Strategy is an insights specialist for the legal sector, evaluating 150 UK and US firms and their responsible business activities annually.

We are preparing for new international reporting requirements to ensure we remain compliant, ahead of the curve, and ready to meet our stakeholders' expectations in an ever-evolving regulatory environment.

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Employee wellbeing

We want all our colleagues to feel supported, healthy and able to do their best work. Our approach to wellbeing recognises that good health – physical, mental, social, digital, and financial – is essential to a positive workplace. That’s why we aim to provide our people with resources, initiatives and a culture that help them protect their own and their colleagues’ wellbeing.



Progress

By the end of 2025, we’ll launch our wellbeing champions programme globally.



We’ve rolled out our champion network across our offices in APAC, EMEA, LATAM and the UK. We’re working on expanding it to the US later this year. We have a partner sponsor in every region to ensure we foster an open and inclusive culture.

By 2025, we’ll have trained 100 Mental Health First Aiders.



We have trained 110+ Mental Health First Aiders. This includes our wellbeing champions and members of our HR teams, reflecting our continued investment in the people who support our workforce.

Looking forward

We’ll complete MindForward Alliance’s Thriving at Work assessment to benchmark our wellbeing approach against other firms, and use the findings to help us develop a mentally healthier workspace.

We’ll convert our strategy into action by building awareness, improving education on personal resilience, and supporting our leaders to create sustainably high-performing teams.

We’ll determine the best ways to track and measure the success of our strategy with new targets for employee wellbeing in our 2026–30 Responsible Business strategy, which we’ll share next year.

During 2024-25, we have...



Launched *Feel well, work well*

Feel well, work well is our refreshed global wellbeing strategy, designed to further embed wellbeing into our culture and offer a holistic approach that enables our people to be themselves and perform at their best. For more, [see p15](#).



Created a psychologically safer, more inclusive culture

Our This Is Me campaign ([see p16](#)) received over 8,000+ engagements – a record for our campaigns and a powerful reflection of the connection it sparked across the organisation.



Signed the MindForward Alliance Leadership Pledge

When leaders speak out on mental health, it makes a difference. Senior Partner John Bruce signed the leadership pledge which commits us to supporting the mental health and overall wellbeing of our people.

Consulted our people

Our strategy is created for our people, by our people. Before shaping our wellbeing approach, we first listened – surveying employees and speaking directly with nearly 10% of our workforce to hear exactly what they need and value most in wellbeing.



Established a wellbeing steering committee

A global strategy needs global support. Our 14-strong partner steering committee provides strategic direction to ensure we meet the needs of the firm and our people. Most importantly, they act as wellbeing role models amongst their peers.



Recruited 125 wellbeing champions globally

We have created a network of wellbeing champions across most of our offices. They offer a listening ear and signpost colleagues to the relevant wellbeing resources whenever needed. For more, [see p17](#).



Clocked up millions of Headspace minutes

Since 2023, Kennedys employees have clocked 2.1 million minutes globally on Headspace, the self-guided mental health app. Last year, we introduced the Family Plan, and as of August 2025, we have 73 dependents enrolled.



Expanded our wellbeing offering

To make our support as holistic as possible, and where we can, we've replaced our fitness subsidy with a new wellbeing allowance, giving our people the flexibility to choose what wellbeing means to them. For more, [see p17](#).



Taken our wellbeing days

In 2024, 62% of colleagues took their wellbeing day. This is an additional day of leave for our people to rest, recharge and focus on their personal wellbeing.

Feel well, work well

We believe wellbeing in law matters. When our people feel well, they perform at their best, our clients get the best of us, and we create space for innovation, personal and professional growth, and connection. This, in turn, drives lasting business performance we can reinvest in our people, our clients and our firm's future.

This thinking was behind the launch of *Feel well, work well*, our refreshed global wellbeing strategy.

Informed by feedback from focus groups, surveys and a listening exercise involving almost 10% of our global workforce, *Feel well, work well* focuses on the areas we understand will bring the most positive change.

We also recognise the same factors that make working in the legal sector exciting and rewarding can also make it challenging – so, while we can't lessen the demands of our profession, we're committed to embedding wellbeing permanently into our culture to drive sustainable performance, help our people thrive, and see our clients benefit.

Our 2030 strategy focuses on three pillars. Together, they'll ensure we are leading from the top, focusing on prevention and continuously adapting our approach for our people.

Our three *Feel well, work well* pillars



Leadership and culture

Promoting a culture of wellbeing through committed leadership and the development of capabilities that support sustainable high performance, enabling individuals and managers to both feel well and work well.



Prevention and support

Focusing on holistic wellbeing support and prevention, we aim to support our people across four dimensions: psychological safety and mental health, social and digital wellbeing, physical wellbeing, and financial wellbeing.



Measurement and continuous improvement

Using data and ongoing feedback to continuously improve wellbeing programmes and provide the right support and resources to meet our people's needs.

Prioritising psychological safety and mental health

We're working to create greater psychological safety for everyone within the firm.

On World Mental Health Day 2024, we launched This is Me Kennedys, a campaign which uses storytelling to make people feel seen, heard and valued for who they are as individuals. It uses video and other storytelling mediums to share unique experiences, backgrounds and journeys.

Studies show that when leaders speak about mental health, people feel supported. That's why we kicked off our campaign with six senior leaders sharing their powerful and personal stories that covered a range of topics. Since then, more colleagues have come forward, inspired to share their own experiences, and continue to help us remove the barriers that prevent people from bringing their true selves to work.

By prioritising openness and celebrating authenticity, we strive to create a space where more people feel empowered to tell their own stories. Topics covered so far include:

- **Women's wellbeing** – topics such as postpartum depression, anxiety, IVF and fertility, the challenges of motherhood, and supporting children with mental health struggles.
- **Men's wellbeing** – experiences of depression, anxiety, suicide, and panic attacks.
- **Bereavement and grief** – reflections on loss and its impact on wellbeing.
- **Social mobility and colourism** – exploring lived experiences of inequality and discrimination.
- **Ableism and neurodiversity** – including the impact of ADHD and autism diagnoses on work and life.

In spring 2025, as part of Mental Health Awareness Week, we continued our This Is Me initiative with more stories from colleagues.

In addition, colleagues across all offices wore a green ribbon – a simple yet powerful way of showing solidarity with colleagues and giving our people the green light to talk about mental health. This campaign aims to end the stigma that surrounds mental health and promote psychological safety firm-wide.

“ At the end of the day, no matter where we are or what we do, we're all human, each carrying our own challenges. Having a team that recognises and supports that makes such a positive impact on both our wellbeing and our lives. A huge thank you to Kennedys for this heartfelt initiative. ”

A Kennedys colleague

Changing the conversation around men's health

To recognise Men's Health Awareness Month, John Gibson, Client Relationship Director shared his experiences with anxiety, depression and PTSD. Among our other This is Me speakers, John has played a pivotal role in fostering a culture of support and openness across the firm.



John Gibson,
Client Relationship Director

“ The topic of men's mental health and the particular strategies that help men is a topic that has needed much discussion and awareness. I am very glad that Kennedys is engaging with this issue. ”

A Kennedys colleague

Wellbeing champions network

As part of our commitment to fostering a supportive and positive workplace environment – and to encourage more people to talk freely about mental health – we have created a network of over 125 wellbeing champions.

These are individuals who can offer a listening ear and signpost help to anyone who may need it. They'll also take part in mental health first aid training to better understand and support wellbeing in the workplace.

You don't need to be facing a specific challenge to speak with a wellbeing champion – they're also there for informal chats, to hear ideas, to collect feedback, and to discuss what we are doing to support our people's wellbeing. And they'll stay in touch after initial contact to see how colleagues are doing and offer additional support if needed.

Our champions are also responsible for creating a positive culture in their offices through activities and campaigns. For Mental Health Awareness Week 2025, for example, our champions promoted wellbeing around the world with a range of activities. These included massages in Mexico City, yoga classes in Hong Kong, art gallery tours in Australia, and virtual mindfulness and movement sessions – as well as seminars on stress management and nutrition – in the US.



Ben Aram, UK Managing Partner, with wellbeing champions in London who sported green ribbons and shared them with colleagues as a way of giving the green light to talk about mental health..

Providing holistic wellbeing support

Wellbeing is about more than rewards, but rewards can play an important role in enhancing wellbeing.

We're committed to offering benefits that truly value our employees and which help foster a culture where they feel supported, motivated and empowered to do their best.

This year, we've repurposed our fitness subsidy into a new wellbeing allowance, available to 85% of colleagues. This allowance grants employees the flexibility to define what wellbeing means to them, enabling them to invest in their physical, mental or emotional health through activities such as massage therapy, hobby classes and gym memberships.

We've also introduced holiday trading for our people in Ireland and the UK. This gives them greater control of their work-life balance by allowing them to buy up to five days of additional holiday and sell any unused holiday.

Diversity, equity and inclusion (DE&I)

We want to be a firm where everyone is treated equally, where difference is celebrated, and where everyone has the opportunity to thrive. We're proud of the progress and accomplishments we've made so far in becoming a more diverse organisation, yet we know our DE&I journey is not complete.



Progress

By 2030, we aim to have a 40% female partnership globally.



The percentage of female partners globally remains at 36%, the same as 2023-24. As women make up the majority of our fee-earning roles, our challenge is not attracting talent but supporting progression. Through our Pathways to Leadership action plan, we're working to improve this.

Each year, we aim for 10% of those promoted to partnership in the UK to come from ethnic minority backgrounds.



7% of UK partnership promotions in the past three years (2023-2025) came from ethnic minority backgrounds, meaning we are falling slightly behind on this goal. We have seen a small increase in ethnic diversity representation at our senior lawyer levels, and understand that succession planning is crucial to ensure our talent pipeline has a clear pathway to leadership.

Looking forward

We'll develop our new 2026-30 global DE&I strategy which will cover our six strands of diversity: gender, race and ethnicity, LGBTQ+, working parents and carers, social mobility, disability and neurodiversity.

We are creating our Pathways to Leadership action plan to improve transparency, level the playing field for underrepresented groups, and increase gender and racial diversity within the partnership.

We will continue to increase our diversity questionnaire disclosure rates to strengthen our data, and conduct ethnicity pay gap reporting for 2025 (for publication in April 2026) to help us make data-informed decisions and identify systemic barriers to fair pay.

During 2024-25, we have...



Maintained 36% female partnership globally

Whilst female partnership has remained at 36%, the underlying picture is more encouraging. Since 2023, 48% of those promoted to partner were female, and women also make up 60% of the firm's Executive Group, including Meg Catalano, Global Managing Partner.



Achieved Mansfield Certification

We achieved Mansfield Certification status in the UK and US for the fifth year running. The Mansfield Rule is a certification process that measures whether law firms have considered at least 30% women, racial and ethnic minorities, LGBTQ+ lawyers, and lawyers with disabilities for leadership positions.



Improved diversity data self-declaration

Through our Count Me In campaigns, we increased voluntary diversity data self-declaration* to 70%, and aim to increase this to 75%.

Made progress on our Race Action Plan

Since the launch in 2023, we have improved ethnic diversity at senior levels. In the UK, 6% of partners come from an ethnically diverse background, while representation among senior lawyers (now 11%) has nearly doubled compared to 2023. For more, [see p21](#).



Worked towards Disability Inclusion Commitments

Last year, we signed up to the Disability Inclusion Commitments and have made good headway. We conducted a disability audit, formally launched the Disability and Neurodiversity Discussion for Impact (DANDI) network and extended our Workplace Adjustment Passport to Australia.



Increased focus on DE&I

We recorded 1,800+ hours against DE&I initiatives and networks in 2024-25, a 17% increase per colleague compared to two years ago. Actions have included mentoring, organising and hosting network events, and attending activities that promote DE&I.



Delivered DE&I training to almost all employees

96% of our employees completed DE&I training in the past year covering topics such as sexual harassment and racial, gender, religious, pregnancy and parental discrimination.



Trained more leaders in inclusive leadership and bias

Since 2022, 160 of our partners and senior leaders have attended our bespoke Race Fluency workshop. Since 2024, we trained 175+ supervisors and partners across the UK and APAC - and a further 100 employees in APAC - in neurodiversity and disability awareness.



Increased membership of our networks

More than 280 members are now active across our six global networks. To see more about them and what they do [see p24](#). We aim to increase our global staff network membership to 10% of the firm by 2030.

* Within applicable jurisdictions and in accordance with data protection and privacy regulations.

Gender

We are committed to fostering a diverse, inclusive and equitable workplace where all our people can thrive. In 2020, we made a commitment to reach 40% female partnership by 2030 and we have made good progress. However, our efforts to drive greater gender equality continue.

We know that gender equality starts at the top, and we are proud that 60% of our new Executive Group is made up of women, reflecting our broader workforce representation. We remain focused on increasing female representation at senior levels, supporting career progression through mentorship and sponsorship programmes, and enhancing flexibility to ensure that everyone has equal opportunities to succeed. Since 2021, we have been closely monitoring our lateral partner hires and have significantly increased the proportion of laterally hired female partners from 25% to 47%.

Our Pathways to Leadership action plan will launch in 2026 and drive meaningful change through targeted initiatives that will improve transparency and access to equal opportunities to leadership for all. This includes efforts to demystify partnership, and provide greater clarity around election and appointment processes for senior leadership roles.

International Women's Day

International Women's Day continues to play an important role in highlighting the need for increased momentum and urgency in addressing the systemic barriers and biases that women face, both in personal and professional spheres. Highlights in 2025 included:

- The launch of our Women at Kennedys UK network, with a panel discussion in Manchester and a lunch-and-discuss event in Birmingham.
- Meg Catalano, Global Managing Partner, was joined by guest speaker and former BBC Newsnight producer Sam McAlister for a global livestream to discuss the importance of taking risks (and how it lead to her breakthrough moments), showing confidence and fearlessness, and defining success on your own terms.
- A webinar with Dame Inga Kristine Beale, DBE, a British business leader and the former Chief Executive Officer of Lloyd's of London who spoke about the power of inclusion in the US.
- A sake masterclass with Janice Chi, the first female restaurateur in Singapore to receive the prestigious Master Sake Sommelier in Singapore.
- An iftar (evening meal) combining a celebration of the holy month of Ramadan and International Women's Day in Abu Dhabi.

Policies to support women

We have developed several workplace policies to ensure we continue to offer comprehensive support to women. These include:

- **Menopause** – increases awareness of, and support to, those experiencing menopause in the workplace.
- **Compassionate and Pregnancy Loss Leave** – supports employees during periods of bereavement, serious illness of immediate family members, and following pregnancy loss.
- **Family Leave** – clarifies support for employees during childbirth, adoption and when caring for family members.

Race

We recognise that there is more to be done to increase the representation of those from ethnically diverse backgrounds at all levels across the firm, particularly at partnership level and in leadership positions.

We are committed to improving the inclusion, retention and representation of ethnically diverse colleagues. In 2023, we introduced our Race Action Plan, a three-year framework that seeks to identify concrete actions and commitments that can drive meaningful change across all regions. Recognising the intersection of race and social mobility, we strive to recruit diverse talent, foster an inclusive culture, and engage our clients and wider community through strategic partnerships – [see p23](#).

A year of iCAN action

Our strategic partnership with iCAN has been a key enabler of our action plan. iCAN is the industry-wide, volunteer-run network that supports multicultural inclusion across the insurance sector by engaging allies and celebrating the benefits of inclusion and diversity in the industry. We sponsor iCAN and support a wide range of initiatives, which this year have included:

- Advertising job opportunities through the network.
- Hosting Coffee with the CEO, an initiative which gives iCAN members the opportunity to meet senior executives from across the insurance sector. Meg Catalano, Global Managing Partner, hosted a coffee morning with 60+ attendees, and shared advice, industry insights and personal stories to inspire and empower members to shape their own career journeys.
- Sponsoring the annual iCAN summer networking event, alongside Beazley and Phoenix Group. Held in Birmingham, UK, the event brought together professionals from across the Midlands insurance community for a mix of networking, games and summer fun.
- Worked with our wider communities during iCAN's 4th Annual Black-Owned Market, an event dedicated to championing and showcasing Black-owned businesses to the insurance industry.

Reciprocal mentoring

Now in its second year, our reciprocal mentoring scheme has 32 participants across the UK, with plans to expand geographically later this year.

Reciprocal mentoring (sometimes called reverse mentoring) turns the traditional model on its head, with junior colleagues acting as mentors and sharing their perspectives and lived experiences with senior leaders. In return, those colleagues gain career mentoring from leaders outside their usual networks. This creates a mutually beneficial exchange, where both sides listen, learn and develop greater awareness of issues they might not encounter day to day (or at all).

The scheme focuses on the experiences of ethnically diverse colleagues, while also addressing intergenerational understanding in the workplace. The programme combines informal conversations with structured sessions and supporting resources on topics like allyship, privilege and psychological safety, helping participants translate their learnings into everyday practice.

“The experience was difficult, scary and uncomfortable, but our conversations were refreshingly honest and I learnt so much. The only way to truly understand is by listening to and hearing the experiences of others. As a leader, you need to challenge inequity when you see it. It’s rarely comfortable, but it’s vital for building inclusivity and safety.”



Claire Bushen,
Partner

Educating through events

In October 2024, we celebrated Black History Month globally, hosting and joining a series of events supporting the theme of reclaiming narratives (that is, recognising and correcting the narratives of Black history and culture). In combination with World Mental Health Day, we hosted a fireside chat about psychological safety in the workplace and its role in fostering greater racial equity as well as better mental health and wellbeing.

Plus, for the seventh year in a row, we were a global partner of Inclusion@Lloyd's Dive In Festival, the insurance sector's global movement to develop inclusive workplace cultures. We were proud to co-organise and sponsor 23 of the 130 free virtual and hybrid events that took place across almost 50 countries, alongside our peers and clients.

Disability and neurodiversity

“Disability inclusion isn’t just about doing what’s required; it’s about doing what’s right. We recognise that diversity extends to a wide range of abilities and health conditions. Our mission is to foster an inclusive, accessible and accommodating working environment so that individuals have equal opportunities to thrive, contribute, and succeed at Kennedys.”



John Bruce,
Senior Partner

We know that if we are to do right by our colleagues with disabilities or neurodiverse needs, we have to understand those needs and ensure it is easy for colleagues to get the right support. Over the past year, we’ve done that in a number of ways:

- **Workplace Adjustment Plan (aka Passport)** – in 2024, we launched our Workplace Adjustment Plan to act as a live record of the adjustments we agree with individuals. The passport ensures everyone gets the support they need to work effectively, reducing, removing or preventing disadvantages individuals may experience directly, or due to their role as a carer for a dependant. It was introduced in UK and Ireland in 2024, and is now live in Australia.
- **Disability and neurodiversity support** – supervisors can now sign up to one-to-one consultation sessions with our workplace adjustments provider to discuss and receive guidance on how best to support disabled and/or neurodivergent team members.

- **Launching our DANDI network** – DANDI (Disability and Neurodiversity Discussion for Impact) is our newest staff network created for those dealing with a disability, a diagnosis, or neurological differences, those who are supporting family members, allies, or simply those interested in learning more. DANDI’s mission is to champion the invaluable contributions that disabled and neurodivergent people bring to the firm throughout every stage of their career. At the network launch, guest speaker Alex Partridge from LadBible joined a panel discussion in which he shared his journey with ADHD, the challenges he faced, and the importance of trusting people’s outcomes, not their processes – an important message for DANDI.

“Providing our colleagues with a space to build community within the workplace is so important. Through the network we aim to create a safe space for our disabled and neurodiverse colleagues, to empower their voices, and celebrate their stories to raise awareness across the wider firm.”

Eve Hesketh,
Co-chair, DANDI Network

Social mobility

We believe talent and potential should define opportunity.

Not background. Our early careers programmes – including apprenticeships, training contracts, in-person and virtual work experiences and outreach initiatives – are designed to open up the legal and business professions to people from all walks of life.

By removing barriers to entry, offering mentoring and providing firsthand experience, we help underrepresented and under-resourced individuals gain the exposure they need to build meaningful careers in law.

Social mobility is a core part of our wider DE&I commitment, ensuring our workforce reflects the diverse communities we serve and that all colleagues can thrive. We are building a more inclusive industry through the organisations we partner with. From school engagement and insight days through to structured development programmes, together, we are creating a pipeline that attracts, retains and advances diverse talent.

Grow Mentoring is a charity aiming to advance social mobility, diversity and inclusion in the legal profession. Three of our colleagues – David Holmes, Chloe Jaffer and Iskander Fernandez – have been recognised at the Grow Mentoring Awards 2025 for their work in mentoring, social mobility and diversity advocacy. 70% of GROW mentees are from low socio-economic backgrounds and 70% are first-generation university students.



David Holmes,
Senior Associate (FCILEx)



Chloe Jaffer,
Solicitor Apprentice



Iskander Fernandez,
Partner

Aspiring Solicitors helps talent prepare for and secure placements, training contracts and roles across the sector, further strengthening the pipeline of diverse talent entering the profession.

UpReach is an award winning social mobility charity in the UK that offers 15 different interventions to support students from lower socio-economic backgrounds into the legal sector. With them, we've supported more than 110 students through in-person and virtual insight days, work experience programmes, mentoring and 1:1 calls. Our mentors can review students' applications to ensure they are tailored to our business and offer the best reflection of their abilities.

We collaborate with our clients to build a more diverse sector by helping students build skills, confidence and networks to support their development. For more, [see p39](#).

Networks

Our networks have over 280 members globally, and provide opportunities for colleagues to connect with others who share similar interests or identities. These voluntary, employee-led groups create spaces to interact, share experiences and support each other.

They advance our DE&I strategy and foster a more inclusive workplace. And, through our Celebrating with Our Colleagues initiative, they help us understand the importance of cultural and religious holidays around the world, and celebrate all our colleagues' traditions, together.

Our networks meet with the DE&I team each quarter to share updates, coordinate activities and encourage collaboration. These sessions also provide space to raise opportunities, concerns and recommendations.

Our networks include:

Women at Kennedys (Australia, UK, US)

Showcasing women's achievements and providing a forum for collaboration and networking. January 2025 saw the US network hold its first client event in New York City. The event was a fireside chat with Partner Kristin Gallagher and client Miriam Mosseri, discussing the challenges and triumphs of women in the insurance industry.

We launched our UK network on International Women's Day. Through a number of events, including a panel discussion with Senior Partner, John Bruce, the network quickly grew to 120 members.

EMBRACE (EMEA, UK)

Focused on cultural and ethnic inclusion, celebrating heritage and advocating for racial equity. The network hosted a series of lunches celebrating Eid with dozens of colleagues across London, Manchester and Birmingham, and recognised Chinese New Year with decorations and fortune cookies across UK offices.

We also welcomed a speaker for Ramadan to educate colleagues on why and how it is celebrated, and its importance within the Muslim calendar.

DE&I Advisory Groups (Bermuda, Latin America, UK, US)

Forums for discussing ideas and developing new initiatives to strengthen inclusion. The groups work to strengthen policies and support to widen access to the legal profession by reaching out to underrepresented groups.

DANDI (Global)

A network for neurodivergent and disabled colleagues, parents, carers and allies.

Since its launch, DANDI has played an important role in shaping our Reasonable Adjustments Policy. The network also focuses on storytelling to prompt ideas and share experiences.

PACT – Parents and carers together (EMEA, UK)

A network to provide support and advocacy for those with caring responsibilities.

In 2025, 77 employees from across our Dublin and UK offices attended the network's formal launch webinar, where keynote speakers Anita Cleare and Heidi Skudder discussed the challenge of striking a balance between work and providing care.

Rainbow (Global)

An employee-driven LGBTQ+ network offering peer support and raising worldwide awareness.

The network celebrated Pride month with a formal relaunch of the network and a series of global fireside chats about LGBTQ+ inclusion within the firm, attended by 245 colleagues.

The network also paid tribute to Alfonso De Ramos, a partner from Madrid who passed away in February. Alfonso was a passionate advocate for the LGBTQ+ community and played a key role in advancing inclusion at the firm.

Environmental sustainability

We are taking climate action because, as a global business, we see the need for urgency up close. We see it in terms of the legal and insurance work we are asked to undertake, and in terms of the effect on the societies of which we are a part.



Progress

Reduce our Scope 1 and 2 emissions by 70% (relative to a 2020 baseline) by 2030.



We have reduced our Scope 1 and 2 emissions by 16% between 2020 and 2025. This decrease has been driven by the procurement of renewable energy globally and lower gas use at offices.

Reduce our Scope 3 emissions by 28% (relative to a 2020 baseline) by 2030.



We have seen a 45% increase in Scope 3 emissions between 2020 and 2025, although it is important to recognise that comparing 2020 and 2025 is not like-for-like due to changes in methodology. This increase is largely due to the increased procurement spend of a growing global firm.

Reduce our Scope 1,2 and 3 emissions by 90% (relative to a 2020 baseline) by 2040.



We have grown significantly as a firm and also need to rebaseline given changes in methodology since 2020. We will do this over the next two years. Between 2020 and 2025 our overall emissions (Scopes 1, 2 (market-based) and 3) have increased by 43%, driven mainly by spend on purchased goods and services.

Looking forward

Where possible, we'll procure renewable energy across all offices by 2030. Where renewable tariffs are not available, we will seek an alternative method to reduce our Scope 1 and 2 emissions.

We'll develop and publish a net-zero action plan that sets out how we will reduce our emissions and establish a long-term carbon removal strategy to tackle residual emissions (approximately 10%).

We'll engage with suppliers to help them calculate their carbon footprint and set science-based reduction targets to reduce our emissions and build a more resilient supply chain.

During 2024-25, we have...



Launched our climate champions

Our new community of 15 champions are promoting environmental action, acting as role models, and signposting colleagues to resources to boost knowledge and understanding.



Launched our employee commuting survey

We want to improve the quantity and quality of greenhouse gas data we collect. That's why we asked our people globally to provide their commuting data. For more, [see p30](#).



Hosted our annual climate action campaign

The two-week campaign was an opportunity for our people to come together globally to drive and inspire positive environmental impact. For more [see p30](#).

Launched our employee electric vehicle scheme (UK)

Since the launch in February 2025, 22 employees have enrolled on the electric vehicle scheme.



Reduced Scope 1 & 2 by 16%

Since 2020, we have reduced our Scope 1 and Scope 2 (market-based) emissions by 16%. This has been achieved through reducing gas consumption, procuring more renewable electricity, and phasing out our partner vehicle scheme.



Developed our Sustainable Procurement Roadmap

The roadmap continues to help us create an increasingly socially and economically diverse supply chain that supports our drive towards net zero.



Donated £12,000 to the Canopy Project

Once again, we made a donation to the organisation that works to reforest areas of the planet in dire need of rehabilitation. We donated £5 for every hour our people spent volunteering, to a maximum of £12,000. Once again, we hit the maximum.



Collaborated with peers

We collaborated with our client, QBE, and six other law firms to engage SME suppliers on their sustainability journeys. This programme was shortlisted for the Insurance Collaboration Award at [The British Insurance Awards](#).



Identified supplier-specific emissions

Through our QBE CARES programme and supplier engagement project, we have obtained carbon footprint data for some of our key suppliers. This data improvement has reduced their collective footprint by 85%.

Our footprint

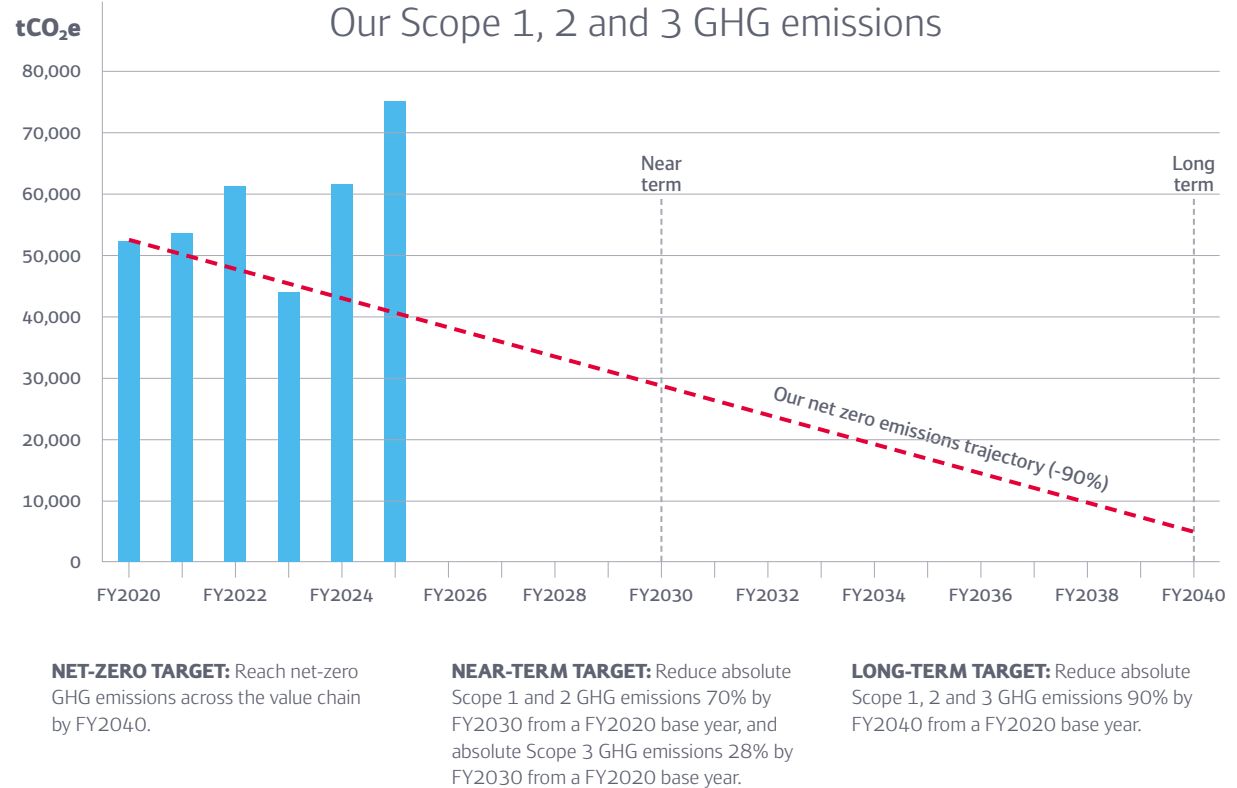
We have measured our Scope 1, 2 and 3 greenhouse gas (GHG) emissions for the sixth year running. Results show that in 2024-25 (FY2025) our overall emissions were 74,625 tCO₂e (market based) – an increase of 20% since 2023-2024.

We did reduce our Scope 1 emissions, but have seen a significant increase in Scope 3 emissions (i.e. indirect GHG emissions in our supply chain, both upstream and downstream, that are not included in Scope 1 or Scope 2).

We should not be surprised by this. How the world measures emissions has evolved, so our methodology has changed, which means comparisons with our FY2020 baseline reporting year (which show a 43% overall increase) are not like-for-like. We are exploring ways to rebaseline in the next couple of years so that our data is accurate and tells a clear story.

We are also a rapidly growing business, both in terms of headcount and turnover (our latest financial results show record revenue of £428m and we're targeting turnover of \$1 billion by 2030).

Growth has an inevitable impact on emissions. Yet we continue to stick to our targets. We are committed to meeting our clients' expectations in achieving growth while working to reduce emissions and remain a responsible business. We are also committed to transparency, to showing that the journey to emissions reduction is not one of straight-line improvement. It takes resolve, collaboration and commitment to ensure that, as our headcount and turnover goes up, our emissions don't.

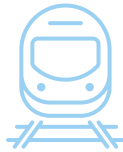


We want to make our emissions reduction journey easy for everyone to understand. So rather than talking in terms of scopes and emission categories, we've simplified the story:



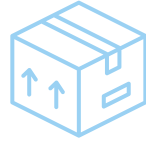
How we work

This includes emissions from Scope 1 and 2, and some categories of Scope 3. We are grouping together the impact of how we run our offices (i.e. heating and cooling, electricity, data centres, transportation of documents between offices) and the firm's structure (i.e. from our franchises).



How we move

This includes emissions from Scope 3's employee commuting and business travel categories. We recognise that travel will always be essential to building relationships with clients and delivering high quality work. As a global firm, this means a high reliance on air travel, which we are working to reduce.



What we buy

This includes emissions from Scope 3's purchased goods and services, and capital goods categories. That is, everything we buy, from barrister services to consultants, IT equipment and office furniture. We are working to get specific emissions factors from our suppliers to improve the accuracy of these calculations and we're working with our suppliers to help them understand their own emissions and develop reduction strategies.



How we work

Only 2% of our carbon footprint comes from how we work, but this doesn't mean it isn't a priority. All our Scope 1 and 2 near-term targets sit within this group, so our efforts are focused on reducing emissions by 70% by 2030.

Launching our new environmental policy

We are committed to environmental sustainability. That's why we have a global environment policy outlining how we minimise our impact on the environment and promote environmental accountability and transparency within our business. The policy details how we measure and track our carbon emissions, our carbon reduction targets and the practices we employ to reduce resource consumption.

Increasing sustainability in our offices

Sustainability is driven by our people, but the buildings from which we operate have a major role to play in supporting our objectives. That's why, whenever we explore new premises, we apply an office checklist that ensures it will support our sustainability goals. That's important because we have an enviable record to maintain in ensuring our buildings meet the highest sustainability standards. In the UK, for example, over 45% of our offices (Belfast, Birmingham, Cambridge, Leeds, London and Sheffield) have been rated 'Very Good' or 'Excellent' by BREEAM. In Hong Kong, we achieved 'Platinum' under the Swire Properties Green Performance Pledge (GPP).



Focus on Fenchurch Street

In 2023, we moved into the iconic Walkie Talkie at 20 Fenchurch Street, making it our largest office by headcount and floorspace. In 2025, the building won the Facilities Management category of the CIBSE Building Performance Awards, recognising its proactive, collaborative and impactful energy-saving strategies.

Across our London and Manchester offices, which cover over 50% of our UK headcount, we are reducing energy consumption by dropping heating, ventilation, and air conditioning daily operating hours, as well as powering down on bank holidays. We're also increasing our server room setpoints to require less cooling, and upgrading our lighting controls.

170,000+

kWh in predicted savings,
once implemented by 2026.

Encouraging a greener litigation process

We are a founding partner and steering committee member of Greener Litigation, an industry-led initiative to reduce the environmental impact of dispute resolution. In 2021, we signed the Pledge, which commits us to reducing the environmental impact of dispute resolution and in 2024 we launched the Toolkit, which offers insights into how members of the legal profession can implement behaviours to ensure that environmental considerations are woven into the fabric of litigation practice.

This year, we are sponsoring one of the steering committee's five projects for 2025-26: understanding the maturity of signatories' emissions data. This project will determine the data maturity of Greener Litigation's members, encourage them to set emission reduction targets, and develop ways to track the Pledge's impact. This furthers Greener Litigation's goal to support the decarbonisation journeys of courts in England and Wales and internationally, where appropriate.

How we move

Travel will always be material for a law firm. How we travel to work, how we travel to meet clients or attend court hearings, and whether we need to travel at all can all impact our carbon footprint. Business travel currently makes up 7% of that footprint, so this year we've been working to increase our carbon understanding in respect of travel, while reducing our associated emissions.

Launching our employee commuting survey

Whether our people travel to work by car, bus, train or plane, there are emissions associated with the journey. Traditionally, we have used estimated commuting emissions when stating our travel carbon footprint, but we know this isn't best practice and typically leads to overestimations.

This year, we've taken the first step in changing that picture by launching a global employee commuting survey. The survey asks every employee for their commuting data, and this year 17% of employees provided their information. We are aiming to increase this to 60% by 2028, by which point we will have the volume of data needed to dramatically increase our reporting accuracy.

Driving our people towards electric vehicles (EVs)

In February 2025, we launched our Employee EV scheme in the UK. This salary sacrifice scheme sees employees give up some of their gross monthly pay in return for an EV that costs them around 40% less each month thanks to savings on National Insurance and Income Tax.

22 employees have already signed up to the scheme, which applies to fully electric (rather than hybrid) vehicles.

Cycling for health and a healthier planet

A key element of our refreshed global wellbeing strategy is physical wellbeing ([see p15](#)). Cycling to work can have a powerful effect on physical wellbeing, and it's a carbon-friendly approach to commuting. The UK's Cycle to Work day in August 2024 was an opportunity for us to place biking in the spotlight, showing how colleagues in UK and Ireland can access bikes and safety accessories for less through tax benefits.

Next steps in our global business travel policy

Client meetings, court appearances, business development: they're all vital parts of a law firm's work. Yet as the urgency of the climate crisis intensifies, it's more important than ever that we critically assess and transform our travel practices. As a global organisation, that's particularly the case for air travel.

This year, we have been revising our travel policy to reduce class fares (which attract the highest emissions) based on flight duration and encouraging employees to choose domestic rail over domestic flights.

Data is the cornerstone of effective emissions management, and we are currently onboarding a global travel provider who can help us unify travel data collection and maintain consistency so that we can track our decarbonisation progress.



What we buy

87% of our carbon footprint sits with the products and services we buy, so if we want to be a sustainable business, we have to ensure our procurement is sustainable. Growth may have seen emissions related to what we buy increase, but we've still made progress that will support us for the future.

Understanding our suppliers' emissions

If we want to help our supplier partners reduce their emissions, we need to fully understand them. To support that process, this year we asked suppliers representing the top 10% of spend and emissions to collect Scope 1, 2 and upstream 3 data relating to our (and their) purchased goods and services.

This helped us build a more detailed picture of their organisation, their emissions and their targets. Crucially, working with the suppliers helped establish a more accurate baseline, showing that the collective emissions of these specific suppliers were 58% lower than our previous spend-based estimate.

Helping SMEs transition to net zero

The net-zero journey is challenging for every organisation, but that's especially true for SMEs, for whom a lack of time, resources and understanding can make the journey feel complex and mystifying. So if the legal sector wants to reduce its Scope 3 emissions and achieve its own net-zero targets, it needs to help its SME partners.

That was the thinking behind a collaboration between Kennedys, QBE Insurance Group and other law and insurance firms designed to help key strategic supplier SMEs better understand their carbon footprint.

The core six-month programme, called QBE Cares, helps SMEs:

- Understand their carbon footprint
- Set carbon reduction targets
- Create a personalised action plan
- Feel equipped to submit their own science-based target or path to net zero.

Ten of our UK suppliers enrolled in the programme, which featured workshops, one-to-one support, and access to learning platforms. We are already seeing a major impact, with the collective footprint of suppliers who have completed the programme already reducing by 82% (relative to our spend-based estimates).

Engaging our people in environmental action

We can't make a meaningful difference to our emissions unless we engage the lion's share of our people.

We launched our climate champions

Our climate champions are volunteers who are eager to make a positive difference to the environment and the natural world. They help to promote environmental campaigns and initiatives to support our emissions reduction targets and net-zero commitment. They are role models. They channel feedback. They organise and get involved in events. And they signpost colleagues to resources that enhance their environmental knowledge.

We now have 15 climate champions globally and we'll continue to expand the network to have on-the-ground support in our offices.

We ran climate action campaigns

Our flagship environmental campaign of the year took part across two weeks in November-December 2024. We also got colleagues across the globe involved in Earth Hour and Earth Day to raise awareness about climate change and celebrate our planet through environmental conservation.

Highlights of the year included:

- A webinar and Q&A with influential environmental writer, broadcaster and public speaker Lucy Siegle, who discussed topics such as plastic pollution, fast fashion and net-zero policies.
- A webinar with Vincent Doumeizel from the United Nations Global Compact which was an opportunity for employees to build their understanding of environmental and biodiversity topics in a simple and practical way.

- Colleagues in Madrid welcomed Sara Cucala, gastronomic journalist for El Pais, for a thought-provoking talk on food waste.
- Our office in London joining forces with other companies to make 20 Fenchurch Street the darkest tower in the skyline, switching off our lights for one hour in a powerful stand against light pollution.
- Launching our employee commuting survey, with responses raising a total of £674 for the World Wildlife Fund.
- Our Hong Kong Eco Committee signing the WWF pledge and attended the Earth Hour Carnival.
- Providing colleagues across the US, Mexico and Dublin with a variety of plants, pots, seeds and soils for their desks to add some greenery to their workspace.

As a result of our campaigns, 81% of engaged colleagues told us they were more aware of the targets and actions we have put in place to tackle climate change.

81%

said they were inspired to work towards a more sustainable future.

61%

told us they had a better understanding of environmental issues.

Social impact

As a global firm, we have the responsibility and the opportunity to create lasting social impact by supporting communities, expanding access to justice, and fostering a fairer society.

Thrive Together is our global employee volunteering and pro bono programme. It connects our people, clients and community partners to focus time, skills and resources where they are needed most.

From pro bono legal advice and mentoring to fundraising challenges and community volunteering, every activity contributes to meaningful social value beyond traditional financial metrics.



Progress

Provide impactful pro bono support to at least 600 individuals, charities and/or social enterprises around the world by 2030.



We have supported nearly 40 organisations, charities and social enterprises during the first year of our new strategic global pro bono programme. We will continue to collaborate with international pro bono organisations and clearing houses to ensure our people's skills are directed towards supporting individuals and communities most in need.

Increase global employee participation in community impact and pro bono initiatives by 30% by 2030.



Through our Thrive Together programme, we have increased global participation in our community impact and pro bono initiatives by 3%.

Assist at least 2,000 under-resourced individuals to enter fulfilling employment through outreach activities by 2030.



We have directly supported over 1,000 direct beneficiaries through our student outreach programmes with Every Child Online, Envision, Ablaze, Bridging Barriers, Future Frontiers, BPP, Chapter One and Taunton Together, as well as through community outreach in Kerala, India, and our charity partnership with TECHO in Latin America.

Looking forward

We'll continue to leverage our strategic partnerships with international and regional pro bono clearing houses, charities and NGOs to ensure that our people's skills are directed towards supporting underserved individuals and communities.

We'll focus on embedding pro bono into junior lawyer development and using the pro bono programme to support our clients to achieve their responsible business goals.

We've invested in social value calculation software which will quantify the full impact of our volunteering, outreach and pro bono activities. We'll use it to support contractual social value requirements and as part of our broader impact measurement framework.

During 2024-25, we have...



Volunteered on a global scale

Across the year 700+ volunteers devoted their time to community projects, fundraising and mentoring initiatives that support under-resourced people and organisations in need.



Volunteered thousands of hours

Together, our people spent 4,200+ hours volunteering in their communities, supporting student outreach or undertaking pro bono work.



Donated more than £150,000

We have donated more than £150,000 towards humanitarian aid response, direct donations to charity partners and match funding campaigns.

Worked in collaboration

In 2024-25, our collaborations and campaigns supported 40 charities, not-for-profits or NGOs, and 17 pro bono partners to strengthen their reach and deliver greater community impact.



Reduced the digital divide

Working with Every Child Online, we donated 820 devices – from laptops to monitors – to schools, community groups, and youth clubs. Our donations have helped to establish new digital classrooms to improve access to quality learning.



Made a difference

100% of organisations supported through pro bono or community volunteering say our support has positively impacted their organisation.



Developed skills through volunteering

93% of colleagues said volunteering contributed to their professional growth and development.



Improved connections through volunteering

90% of volunteers said the experience made them feel better connected to colleagues.



Improved wellbeing through volunteering

94% of volunteers said the experience improved their wellbeing.

Strengthening our global pro bono programme

This year, we consolidated our commitment to building a strategic and impactful global pro bono programme. We launched a new global pro bono policy to reinforce our commitment as an active corporate citizen and to equip our people with the guidance and support they need to participate in pro bono activity.

This ensures we can provide legal advice to charities, social enterprises and individuals who might otherwise be unable to access justice, whilst allowing our lawyers to apply their skills in new contexts and broaden their professional experience.

Our Pro Bono Manager oversees the programme, and is supported by partner sponsors and pro bono champions who help drive engagement and identify meaningful opportunities.

We are an affiliate law firm of UK-based charity, Amicus, providing opportunities for our colleagues across the globe to support US defenders working on death row cases.

35 hours

of pro bono work was completed in one casework session by 15 of our new US junior attorneys who participated in Amicus' casework programme.

[Read more about our work with Amicus](#) ↗

We are members of international pro bono clearing houses TrustLaw and PILnet, which enables us to support high impact NGOs and social enterprises around the world. Regionally, we are LawWorks members in the UK and work with the Pro Bono Partnership in the US to support smaller NGOs and community groups in need of business or transactional advice.

By offering this support, we help build the capacity, capability and resilience of not-for-profits and NGOs that would otherwise be unable to access legal advice, enabling them to focus on their core mission and objectives.

“We are developing a pro bono programme that our lawyers can connect with. This year, it has been a privilege to build new relationships with organisations that will enable our people to take part in meaningful, impactful pro bono work. So far, we have only scratched the surface in terms of what our pro bono programme can achieve on a global level. We are, however, seeing the power of pro bono and how it can transform lives, and I'm excited for what's to come.”



Emma Blackstone,
Pro Bono Manager

“With Kennedys' footprint continuing to expand, we see opportunities to deepen our commitment to pro bono work. While our firm has global presence, we remain closely connected to the communities where we live and work. Partnering with local organizations allows us to give back in ways that reflect who we are as a firm.”



Eric Hiller,
US Managing Partner

Helping communities in the US

Colleagues in New York provide weekly support at the New York Bar Association's LGBTQ+ legal advice clinic, offering holistic consultations and referrals on issues including housing, immigration, family law, employment, discrimination and criminal matters.

Lawyers at our office in New Jersey partner with Pro Bono Partnership, a local not-for-profit, to deliver commercial legal advice to small charities.

Our team in Philadelphia is working with the SeniorLaw Center to launch a new Life Planning Clinic, helping elderly members of the community with vital legal support.

[Read more about our pro bono programme in the US](#) ↗

“The SeniorLaw Center is near and dear to my heart. It's so foundational and important to be connected to our communities and to be able to help people. As a law firm, we have a great opportunity, and probably a calling, to do this – to do what we can, where we can.”



Elaine Whiteman Klinger,
Partner

Tackling the issue of sexual harm through legal education in the UK

In 2025, we became a law firm partner of the Schools Consent Project, enabling lawyers from our UK offices to deliver public legal education workshops in schools. These sessions cover the legal definition of consent, the age of consent, key sexual offences, online offences, and how to check for and communicate consent. Since joining the project, 24 colleagues from across our UK offices have trained as workshop facilitators.

“We're thrilled to be working with Kennedys and can't wait to get your lawyers into classrooms to teach students about consent!”

Monica Bhogal,
Director, Schools Consent Project

Supporting mental health in Copenhagen

For more than four years, colleagues in Copenhagen have partnered with SIND Ungdom, a Danish mental health charity for young people. The organisation works to break the silence around mental illness and vulnerability and create communities where young people with mental health challenges can feel supported and thrive.

Our team has provided pro bono advice on issues ranging from employment contracts and intellectual property rights to establishing a whistleblower system.

“Without Kennedys, SIND Ungdom probably wouldn't be here today. We can focus on helping young adults with mental health issues, because we know Kennedys has got our back.”

Jimmi Elley Nielson,
Board Member, SIND Ungdom

“Through our pro bono work, we learn something new and get to work with different kinds of clients, that we don't see in our day-to-day practice. The work we do pro bono gives a sense of purpose and a chance to give back.”



Medea Solevad Plesner,
Legal Director

[Read more about our pro bono programme in EMEA](#) ↗



Scaling the impact of sustainability start-ups

At the start of 2025, we teamed up with our longstanding environmental consultancy Bright Tide, to support the Sustain.AI Accelerator, a six-week global programme showcasing early-stage businesses using artificial intelligence (AI) to tackle environmental challenges such as extreme weather, biodiversity loss and carbon emissions.

From hundreds of applications worldwide, ten start-ups were selected. Each is using AI in innovative ways, from restoring ecosystems to reducing waste and driving decarbonisation. Many of these ventures required legal advice and access to networks in order to scale. Our lawyers provided pro bono guidance on areas such as ESG compliance and corporate governance, enabling founders to focus on accelerating solutions for a sustainable planet.

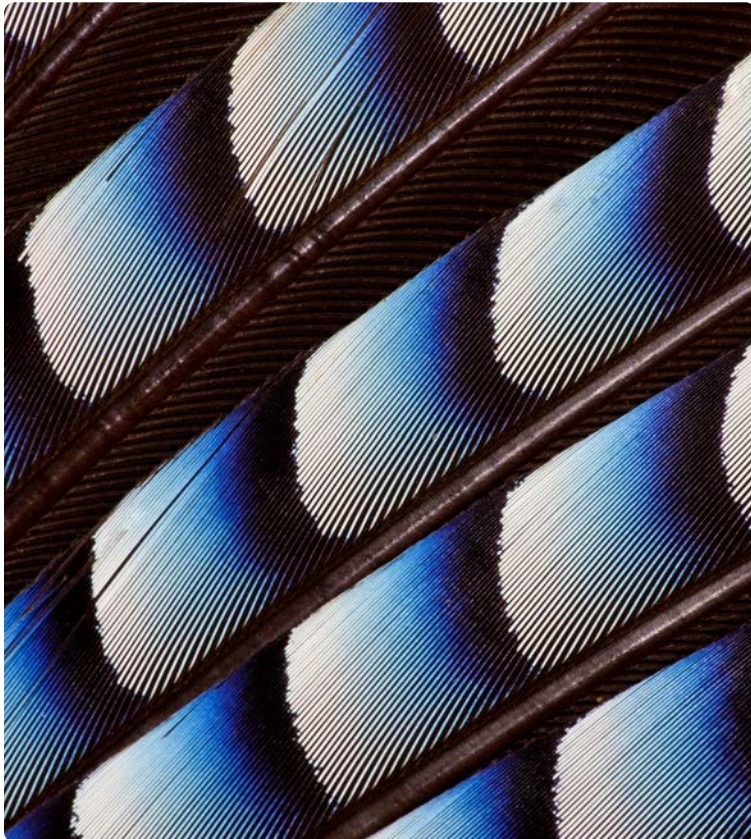
[Read more about the accelerator here ↗](#)

This collaboration built on the success of our Regenerative Farming Accelerator, which supported start-ups pioneering sustainable agriculture. The accelerator was recognised with three award nominations in 2025, reflecting its role in catalysing the growth of ventures tackling global food system challenges.

[Learn more about it here ↗](#)

“ It has been an incredible experience working closely with Kennedys... being able to work with a firm that has such a commitment to sustainable impact has been fantastic, and we have learned a lot through working with the firm, especially about the vital role that insurance can play in helping to mitigate the climate and biodiversity crisis that we face. ”

Harry Wright,
Founder and CEO, Bright Tide



Supporting students through outreach

From early intervention – such as reading with primary school pupils – to mentoring secondary school students, running in-school expert sessions and hosting workplace visits, our volunteers help young people build confidence and explore future career paths, including those in law.

Activities range from careers assemblies and skills workshops to interactive mock trials, giving students real insight into life in law and in a global business.

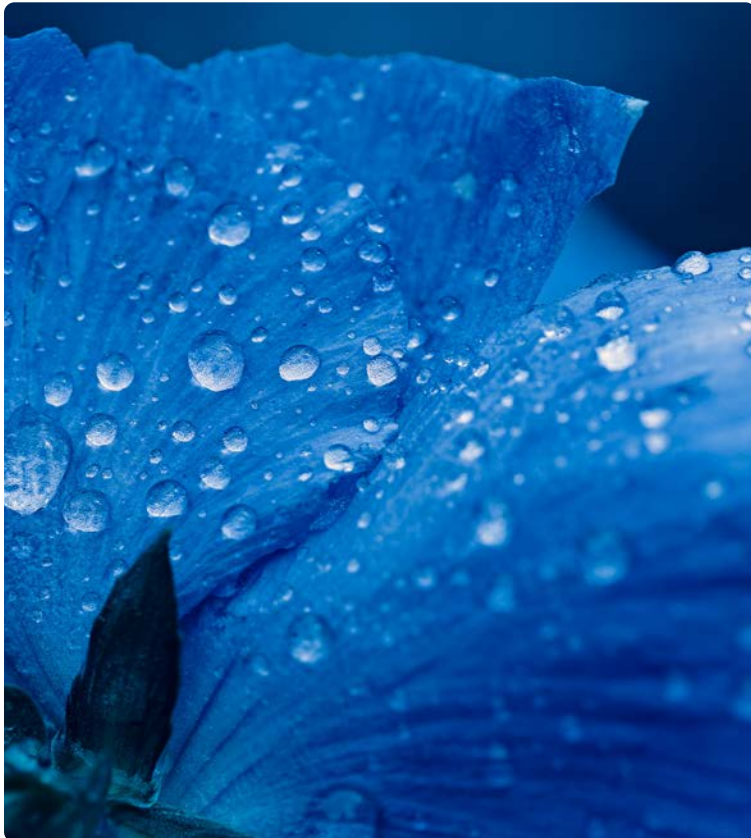
We deliver this work in partnership with education and social mobility charities that share our commitment to raising aspirations and widening access to future opportunities. Our partners include Future Frontiers, Envision, BPP Law School, Ablaze, Chapter One, and Bridging Barriers.

85

primary school children supported

74

15-18-year-olds supported



Collaborating to put a legal career within reach for more young people

It's important that we enhance exposure to careers in insurance and law – sectors that can often feel out of reach – while helping students build skills, confidence and networks to support their development.

We collaborate with our clients on these initiatives because it helps build a more diverse sector.

30+ colleagues

(from Kennedys and our clients) have volunteered their time to support over 40 under-resourced students across 2024-25.

Allianz and Bridging Barriers

We partnered with our client Allianz and award-winning charity Bridging Barriers to host a student insight day for people aged 16–25 from underrepresented backgrounds.

They took part in speed networking, a panel discussion, an interactive settlement case study and an employability skills workshop.

Volunteers shared personal stories and practical advice, showing how skills from school, further education and life experiences translate into professional roles. Feedback highlighted how valuable it was to hear directly from professionals about the nuances of the corporate world.

[Read more here](#) ↗

“It was definitely an opportunity and a privilege to have been part of such an amazing experience and thank you for curating such an informative and impactful workshop.”

An insight day student

“Our insight day in collaboration with Kennedys and Allianz was one of the best we've had. The young people were really engaged and the feedback has been phenomenal. We look forward to partnering with Kennedys for future initiatives like this!”

Kevin Osei BEM, Bridging Barriers

Aviva and Future Frontiers

Students attended a four-week coaching programme, hearing directly from professionals about how skills from school, further education and life experience translate into professional roles, and about the realities of the corporate world.

100%

students said they felt more confident understanding careers in the insurance sector after taking part in an insight day.

97%

of students said they had a better understanding of career pathways after taking part in mentoring activities.

100%

of students gained confidence in communication and public speaking through our mentoring programmes.

“Working with the social impact team gave me a new view of what Kennedys is doing. I gained a better understanding of their partnerships with charities focused on social mobility, exposure to different career paths and preparing young people for the world of work. I also saw the focus on supporting young people who are typically under-resourced, in mainstream careers support and may have fewer opportunities to explore what’s possible.”

An Aviva volunteer



Helping communities thrive through volunteering

TECHO is a youth-led NGO working to end poverty across Latin America and the Caribbean. With more than 200 million people in the region living without proper housing, running water or basic services, its mission is to provide safe, dignified homes that offer families independence and security.

“ Being part of this project showed how much we can achieve when we act together across the region. Each office contributed in their own way, but we were all focused on one goal – supporting families to access safer homes. For me, that is what makes this initiative so meaningful. ”



Monica Mantilla,
Partner

In September 2024, in partnership with TECHO, we mobilised 40 volunteers from four countries to build four homes for families in need in Chile, Colombia, Mexico and Peru. Now complete, each home has added around 20 square metres to the families' living space, transforming overcrowded conditions into foundations for dignity and stability.

Our people played a direct role in creating opportunities for families to thrive, reflecting our collective purpose: to make a meaningful impact in the communities in which we work and live.



Similarly, colleagues in Kerala donated their time to support valuable youth enrichment programmes that help expose young people to new skills, experiences and conversations. Already, the project has helped 750 children with a further 220 identified for targeted support. Among volunteers and participants, the impact is clear:

“ Volunteering has enriched my perspective on life and taught me the value of empathy and teamwork. It provided real-time experience that strengthened my leadership and problem-solving skills. It helped me build meaningful connections and develop a deeper sense of social responsibility. ”

Volunteer

“ The youth enrichment program is a comfortable space where I started practicing my English without judgement ... I was encouraged to do many creative activities in English. This has helped me a lot in my school, my studies and my everyday life. ”

Participant

[Learn more about the impact here ↗](#)

Global charity spotlights

Insurance Industry Charitable Foundation partnership

As a board member of the Insurance Industry Charitable Foundation (IICF) in both the UK and US, we are proud to support its mission of driving industry collaboration, philanthropy and volunteerism. Through IICF's annual grant-giving programme, we help bolster grassroots organisations and address local community needs.

Our partnership spans a wide range of activities, from joint volunteering initiatives with clients to food distribution, clothing drives, and hosting IICF grant recipient receptions in our US offices. We also actively contribute to major fundraising events, including IICF's annual gala dinners, which raise vital funds for redistribution to community organisations.

[Find more about the IICF's crucial work](#) ↗



Martina O'Mahoney,
Partner

Raising €5,000+ for Dublin Irish Cancer Society

Throughout the year, activities led by the Dublin Thrive Action Group (together with some extremely enthusiastic support from Dublin office colleagues) has helped raise €5,000+ in partnership with The Irish Cancer Society. Next year, the action group is setting its sights even higher.

“We are very much looking forward to the coming year, to increasing our volunteer work and expanding our responsible business initiatives into our local communities. We will capitalise on lessons learned to make the next year even more purposeful and rewarding.”

Concluding The Children's Society Partnership

In 2022, we announced a three-year partnership with The Children's Society, an organisation aiming to reverse the damaging decline of children and young people's mental health by 2030.

Over those three years, over 200 colleagues have supported the charity with:

- Raising £140,000+
- 3 London marathons
- 3 quiz nights
- 3 summer challenges
- 3 wellbeing box challenges
- Pro bono support
- 2 community hubs refurbished by the UK Healthcare team.

[Read more here](#) ↗



Joanne Kelly,
Partner

“I'm always so amazed by how our people get involved in different activities across the world with such enthusiasm – and of course here in the UK through our charity partnership with The Children's Society. Our fundraising efforts over the three-year partnership have shown what we can achieve collectively and the positive difference we can make to young people's lives.”



Christine Tsang,
Partner

Supporting the Hong Chi Association

Our office in Hong Kong has a longstanding partnership with the Hong Chi Association, a charity that provides education, employment and community services for more than 7,000 people with developmental needs.

“Leading with purpose, I support our colleagues to embrace corporate social responsibility, knowing that our success is measured not just by profits but by the positive impact we create in our communities.”

Recruiting and developing talent

Offering exceptional legal advice requires exceptional people. That's why, in a competitive market, it's vitally important to retain and develop our talent. Throughout this report, we've demonstrated how, through our responsible business activities, we are creating a diverse and inclusive workplace – one where our people are well supported to develop personally and professionally, become active corporate citizens, and be recognised for their contributions.

Whether it's becoming a champion, joining a DE&I network, mentoring under-resourced students, supporting local charities, or providing pro bono advice, our people are making the firm – and the communities we work in – better places to be.

As a fresh-thinking firm, we're committed to bringing new ideas to the table, recognising that diverse perspectives are essential to driving innovation. You can read more about how we're advancing this throughout the employee lifecycle in our efforts focused on social mobility and widening access to the profession ([see p23](#)) and our student outreach initiatives ([see p38-40](#)).



Progress

By 2026, 100% of our employees globally will earn a living wage.



We have rectified outstanding data gaps to determine that 99% of our employees globally receive a living wage, excluding New Zealand, India, Australia casual workers and Partners. We are working with local HR leads to support the few that fall below this threshold.

Looking forward

We'll develop our 2026-2030 responsible business strategy to support the firm's growth ambitions while embedding responsible business principles at the core of our global strategy, governance, operations, and decision-making.

We'll step up our recognition of our people's responsible business efforts and do more to celebrate the meaningful impact they create.

We will complete our second employee opinion survey by the end of 2025, giving our people the opportunity to share their views confidently and confidentially.



During 2024-25, we have...



Recruited beyond traditional job boards

We work with specialist organisations to reach diverse talent pools beyond traditional job boards. These include myGwork, MyPlus Consulting and iCAN who, collectively, improve access to the profession for LGBTQ+, disabled and ethnically diverse graduates and professionals.



Continued building a more inclusive industry

Social mobility is crucial to ensuring our workforce reflects the diverse communities we serve. Through our partnership with iCAN ([see p21](#)), our volunteering programmes and other outreach initiatives, we've supported 1,000+ under-resourced individuals.



Grown our Thrive Together programme

This year, through Thrive Together, more than 700 colleagues (a 40%+ increase on 2023-24) actively supported causes that matter to them and their local communities, all while building skills and strengthening connections with their peers. Anyone can contribute, and everyone can make an impact. Read more on [p33](#).

Enhanced reward frameworks for inclusivity

We reinforced our approach to reward by introducing a clearer and more transparent pay framework, supported by consistent salary review principles. We also enhanced and expanded the visibility of our benefits across all regions, ensuring our people have access to a competitive and well-rounded offering.



Paid the living wage globally

99% of our employees are paid the living wage, according to benchmark data. We are Real Living Wage accredited in the UK, which covers 59% of our total headcount. We also ensure that, in the UK, every onsite contractor, from cleaners to caterers to security staff, receives the Real Living Wage.



Gained insight globally

Through Kennedys Collaborate, 10 colleagues went on two-week opportunities to gain insights into international markets, foster stronger relationships with colleagues and clients around the world, and contribute to the global growth and innovation of the firm.



Developed our people

With 50,900+ hours of global learning, 100+ hours of UK/US skills development mentoring, and a pro bono programme that supports professional growth, we're actively developing and engaging our talent.



Conducted more reciprocal mentoring

Now in its second year, our reciprocal mentoring scheme has 32 participants across the UK ([see p21](#)). We are reviewing the needs of our people and where to launch the scheme next.



Collaborated to drive innovation

Solving the challenge of climate change requires fresh thinking. That was the purpose of an environmental hackathon attended by 20 colleagues. The event focused on three themes – climate risk, social value and artificial intelligence – and challenged teams to explore practical, innovative ways of addressing them.

Awards and affiliations /

This year, from mentoring to regenerative farming, the firm and its people received a wide range of accolades.

For all organisations we are members of, or have achieved accreditation with, for our responsible business activities, see [here](#).

Our accolades



Personal achievement

FT Innovative Lawyers Awards Europe

Safine Hadri, Sustainability and ESG Global Product Group Head, was shortlisted in the Individual Practitioner category.



Regenerative Farming Accelerator

FT Innovative Lawyers Awards Europe

Shortlisted for Innovative Lawyers in Sustainability category

The Lawyer Award

Shortlisted for Sustainability Initiative of the Year

UK People in Law Awards

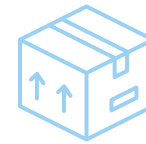
Shortlisted for Best ESG Initiative



Mentoring

Grow Mentoring Awards 2025

David Holmes, Chloe Jaffer and Iskander Fernandez recognised for their work in mentoring, social mobility and diversity advocacy.



Supplier sustainability

British Insurance Awards

Shortlisted (with QBE and six other law firms) for the Insurance Collaboration Award.



Sustainable buildings

CIBSE Building Performance Award 2025

Won the Facilities Management category for our office at 20 Fenchurch Street.

Key ESG data /

This report is informed by the SDGs, by third-party assessments such as EcoVadis, and by international reporting frameworks including the Global Reporting Initiative (GRI).

Total carbon emissions

Scope 1, 2 and 3 emissions (tCO ₂ e)	FY2020 (Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025
Gross Scope 1 GHG Emissions	408	113	327	424	475	395
Gross location-based (LB) Scope 2 GHG emissions	1,544	967	941	849	869	936
Gross market-based (MB) Scope 2 GHG emissions	947	881	1,046	509	528	738
Gross Scope 3 GHG emissions	50,765	52,469	59,823	42,978	60,991	73,492
Purchased goods and services	34,308	45,823	53,761	32,138	52,109	61,797
Capital goods	2,288	2,642	873	4,494	2,625	3,465
Fuel and energy-related activities	321	233	386	269	269	284
Upstream transportation and distribution	641	163	188	111	121	307
Waste generated in operations	1,406	98	132	199	26	34
Business travel	7,923	887	1,907	3,578	3,179	5,064
Employee commuting	2,173	1,650	1,691	2,111	2,537	2,555
Upstream leased assets	1,161	968	881	76	122	81
Franchises	6	4	3	2	3	7
Total (LB) GHG emissions	52,717	53,549	61,090	44,252	62,335	74,823
Total (MB) GHG emissions	52,120	53,463	61,196	43,912	61,994	74,625

Basis of preparation and notes:

Kennedys has nine Scope 3 categories relevant to its operations, with six Scope 3 categories not relevant. These include downstream transportation and distribution (Category 9), processing of sold products (Category 10), use of sold products (Category 11), end of life treatment of sold products (Category 12), downstream leased assets (Category 13), and investments (Category 15). We conduct a relevance assessment for all Scope 3 categories annually, and ensure our reporting is in line with the latest Greenhouse Gas (GHG) Protocol and Science Based Target initiative (SBTi) requirements.

We have restated FY2024 emissions for business travel (Category 6) to reflect data improvements. We complete a comprehensive recalculation for our base year and intermediate years, when appropriate, factoring in updated emission factors and other methodological improvements made during previous years (e.g., supplier-specific emissions).

Carbon emissions intensity

GRI 305-4

Emissions per employee (tCO ₂ e/FTE)	FY2020 (Base Year)	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1 & 2 (MB)	0.67	0.46	0.64	0.4	0.35	0.38
Scope 3	25.07	24.52	27.85	18.41	21.18	24.92
Scope 1, 2 (MB) & 3	25.74	24.98	28.49	18.81	21.53	25.31
Employee number	2,025	2,140	2,148	2,334	2,857	2,949

Basis of preparation and notes: Employee numbers reported as as the end of the financial year.

Energy consumption

GRI 302-1

Activity	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Total fuel consumption (Gj)	5,145	1,581	3,701	8,799	5,490	5,234
Mobile gasoline/petrol (Gj)	1,545	525	1,608	6,046	1,777	2,350
Mobile diesel (Gj)	1,360	458	1,477	1,362	1,189	686
Natural gas (Gj)	2,240	598	616	1,391	2,524	2,197
Total electricity consumption (Gj)	14,652	11,477	12,051	11,499	11,510	12,068
Renewable (%)	9%	12%	52%	55%	38%	46%
Non renewable electricity (kWh)	3,711,090	2,793,675	1,619,489	1,438,479	1,984,336	1,805,488
Renewable electricity (kWh)	359,014	394,459	1,728,017	1,755,782	1,212,778	1,546,869
Total energy consumption (Gj)	19,797	13,069	15,752	20,298	17,002	17,302

Energy intensity

GRI 302-3

Activity	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Floor Area (sq. ft.)	341,369	358,643	367,929	546,283	378,368	326,485
Energy consumed by office space (Gj)	16,892	12,075	12,667	12,890	14,034	14,266
Energy consumed by office space (Gj / sq. ft.)	0.049	0.034	0.034	0.024	0.037	0.044

Basis of preparation and notes: Energy intensity includes only natural gas and electricity.

ISO standards and certifications

Coverage (%)	Global headcount	UK headcount	Global offices	UK offices
ISO 14001 - Environmental Management	55	94	20	69

Basis of preparation and notes:

Based on average headcount across the financial year.

Based on site list as at end of financial year.

Employees

GRI 2-7

	FY2023	FY2024	FY2025
All employees	2412	2629	2855
Female	1544	1666	1806
Male	866	963	1049
Not stated	2	0	0
Permanent	2264	2484	2733
Female	1431	1561	1724
Male	831	923	1009
Not stated	2	0	0
Temporary (FTC)	133	145	122
Female	100	103	82
Male	32	42	40
Not stated	1	0	0
Local	15	0	0
Female	12	0	0
Male	3	0	0
Not stated	0	0	0

Employee hours

GRI 2-7

	FY2023	FY2024	FY2025
Non-guaranteed hours	27	47	50
Female	17	27	27
Male	10	20	23
Not stated	0	0	0
Full-time	2111	2303	2488
Female	1276	1381	1491
Male	833	922	997
Not stated	2	0	0
Part-time	274	279	317
Female	251	256	288
Male	23	23	29
Not stated	0	0	0

Basis of preparation and notes:

Based on average headcount across the financial year.

Employee hires

GRI 401-1

	FY2023	FY2024	FY2025
Total new hires	668	749	747
Age			
Age under 30	285	343	343
Age 30 - 50 years	265	310	317
Age over 50	45	67	67
No age stated	73	29	20
Gender			
Female	413	466	471
Male	253	281	275
Not stated	2	2	1
Rate of hire	32.8%	21.0%	24.1%

Basis of preparation and notes:

Based on hires within the financial year.

Rate of hire is calculated based on the total number of hires within the financial year and the number of those hires who left within the same year.

Employee turnover

GRI 401-1

	FY2023	FY2024	FY2025
Rate of turnover	20.6%	13.6%	15.0%
Age			
Age under 30	30.9%	20.7%	17.4%
Age 30 - 50 years	18.1%	11.3%	15.0%
Age over 50	11.8%	8.0%	9.4%
No age stated	61.9%	81.3%	69.2%
Gender			
Female	20.5%	14.4%	15.1%
Male	20.1%	12.3%	14.4%

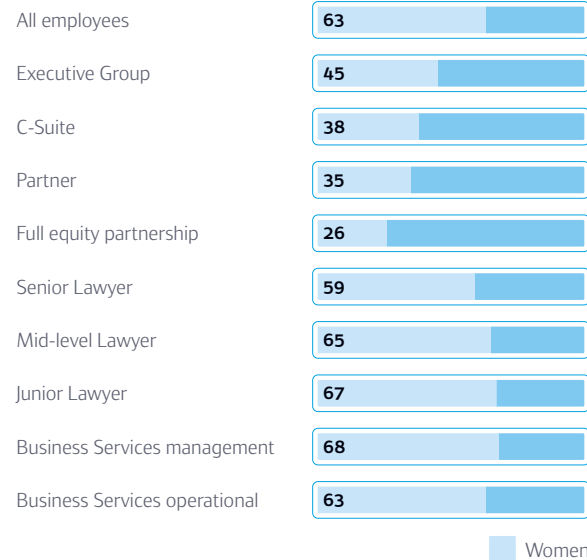
Basis of preparation and notes:

Turnover excludes involuntary leavers.

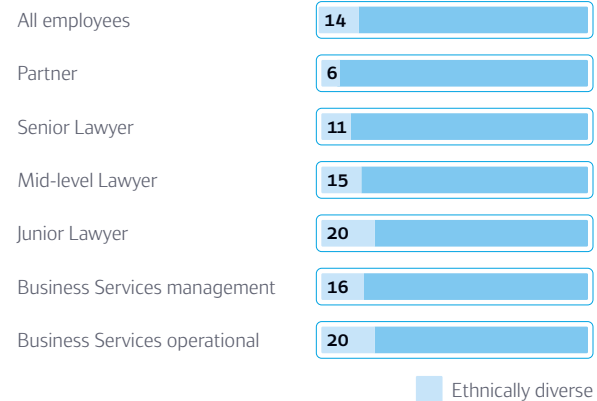
Leavers for the age/gender group divided by the average headcount for that age/gender group over the financial year.

Diversity, equity and inclusion*

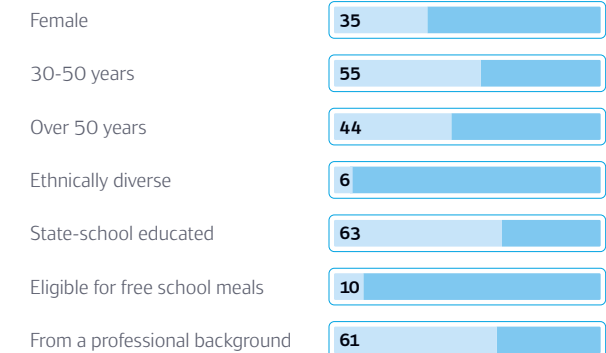
Gender diversity % (global)



Ethnic diversity % (UK) †



Partnership diversity % (UK) †



Employee groupings

Diversity figures are reported in six main employee groupings: Partner includes Equity Partners and Salaried Partners; Senior Lawyer includes Senior Lawyers, Senior Associates and Legal Directors; Mid-level Lawyer includes Mid-level Lawyers and Mid-Associates; Junior Lawyer includes Junior Lawyers, Litigation Assistants, Paralegals and Junior Associates; Business Services Management includes Heads of, Senior Managers and Managers; Business Services Operational includes Advisors, Executives, Assistants and Co-ordinators.

* Data is for FY25 (1st May 2024 - 30th April 2025) and is based on average headcount.

† Figures represent voluntary respondents of our UK Equality & Diversity questionnaire.

Gender pay gap

GRI 405-2

UK pay reporting (%)	2019	2020	2021	2022	2023	2024
Employees Pay Gap (mean)	21.9	21.8	22.4	23.2	22.4	22.2
Partner Pay Gap (mean)	-	-	-	22.7	22.8	11.8
Employee Bonus Gap (mean)	18.6	9.1	25.4	26.2	34.8	38.8
Employees Pay Gap (median)	26.1	24.8	25.4	26.8	28.3	26.2
Partner Pay Gap (median)	-	-	-	19.8	18.6	15.4
Employee Bonus Gap (median)	20.5	9.1	37.9	31.1	33.3	50.0

Basis of preparation and notes:

Our 2025 gender pay gap will be calculated and released April 2026. Partner Pay Gap (mean) and Partner Pay Gap (median) were not calculated in 2019, 2020 and 2021.

UK disability diversity

GRI 405-1

% with disabilities	FY2023	FY2024	FY2025
Partner	*	*	*
Senior Lawyer	3	4	7
Mid-level Lawyer	3	2	6
Junior Lawyer	7	7	7
Business Services Management	6	2	4
Business Services Operational	4	4	4
All employees	4	4	4

Basis of preparation and notes:

Figures represent voluntary respondents of our UK Equality & Diversity questionnaire.

Based on average headcount across the financial year.

* Figures are unreportable due to data confidentiality.

Age diversity

GRI 2-7; 405-1

	% under 30 years			% 30-50 years			% over 50 years		
	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025	FY2023	FY2024	FY2025
Executive Group	-	-	0	-	-	47	-	-	53
Partner	0	0	0	58	57	55	42	43	45
Full equity partnership	-	0	0	-	44	43	-	56	57
Senior Lawyer	2	2	2	85	84	83	12	14	15
Mid-level Lawyer	23	21	29	70	72	66	6	6	5
Junior Lawyer	69	65	65	26	31	30	3	4	5
C-Suite	-	-	0	-	-	31	-	-	69
Business Services Management	5	2	3	71	74	72	23	24	25
Business Services Operational	32	34	34	53	51	50	15	15	16
All employees	25	25	26	57	56	56	17	18	18

Basis of preparation and notes:

Based on average headcount across the financial year.

Full equity partnership includes Equity A and Overseas A Partners.

Parental leave

GRI 401-3

	2023	2024	2025
Entitled	2412	2629	2855
Female	1544	1666	1806
Male	866	963	1049
Not stated	2	0	0
Taken	139	147	160
Female	113	118	116
Male	26	29	44
Return to work rate (%)			
Female	100	97	93
Male	100	100	98
Retention rate (%)			
Female	95	92	84
Male	81	100	89

Basis of preparation and notes:

Paternal leave encompasses paternity, maternity, shared parental and other family leave (including, but not limited to, adoption, surrogacy and foster care leave).

Leave start or end dates between 1st May 2024 - 30th April 2025.

Training and career

GRI 205-2, 404-1, 404-3

	FY2023	FY2024	FY2025
Average training per person (hours)	17	25	17.5
Performance reviews (%)	100	100	100
Female	100	100	100
Male	100	100	100
Objectives submitted (%)	-	63	71
Business services	-	74	80
Fee earners		51	62
Anti-bribery training (%)	-	57	62
Anti-money laundering training (%)	-	-	65
Information security training (%)	-	-	66
Diversity and inclusion training – global (%)	-	-	96
Diversity and inclusion training – Oman and UAE (%)	-	-	83

Summary of our performance

Focus area	SDG	Target/goal	Status	Progress	Commentary
Employee wellbeing	3	By the end of 2025, we'll launch our wellbeing champions programme globally.	On track	80%	We've rolled out our champion network across our offices in APAC, EMEA, LATAM and the UK. We're working on expanding it to the US later this year. We have a partner sponsor in every region to ensure we foster an open and inclusive culture.
		By 2025, we'll have trained 100 Mental Health First Aiders.	Completed	100%	We have trained 110+ Mental Health First Aiders. This includes our wellbeing champions and members of our HR teams, reflecting our continued investment in the people who support our workforce.
Diversity, equity and inclusion (DE&I)	10	By 2030, we aim to have a 40% female partnership globally.	On track	90%	The percentage of female partners globally remains at 36%, the same as 2023-24. As women make up the majority of our fee-earning roles, our challenge is not attracting talent but supporting progression. Through our Pathways to Leadership action plan, we're working to improve that picture.
		Each year, we aim for 10% of those promoted to partnership in the UK to come from ethnic minority backgrounds.	On track	70%	7% of UK partnership promotions in the past three years (2023-2025) came from ethnic minority background, meaning we are falling slightly behind this goal.
Environmental sustainability	13	Reduce our Scope 1 and 2 emissions by 70% (relative to a 2020 baseline) by 2030.	On track	23%	We have reduced our Scope 1 and 2 emissions by 16% between 2020 and 2025. This decrease has been driven by the procurement of renewable energy globally and lower gas use at offices.
		Reduce our Scope 3 emissions by 28% (relative to a 2020 baseline) by 2030.	Behind	0%	We have seen a 45% increase in Scope 3 emissions between 2020 and 2025, although it is important to recognise that comparing 2020 and 2025 is not like-for-like due to changes in methodology.
		Reduce our Scope 1,2 and 3 emissions by 90% (relative to a 2020 baseline) by 2040.	Behind	0%	We have grown significantly as a firm and also need to rebase given changes in methodology since 2020. We will do this over the next two years. Between 2020 and 2025 our overall emissions (Scopes 1, 2 (market-based) and 3) have increased by 43%.
Social impact	8 & 16	By 2030, we will provide impactful pro bono support to at least 600 individuals, charities or social enterprises globally.	On track	7%	We have supported nearly 40 organisations, charities and social enterprises during the first year of our new strategic global pro bono programme.
		By 2030, we will increase employee participation in community impact and pro bono initiatives by 30% globally.	On track	10%	Through our Thrive Together programme, we have increased global participation in our community impact and pro bono initiatives by 3%.
		By 2030, we will assist at least 2,000 under-resourced individuals through outreach activities that help them overcome barriers to decent work.	On track	50%	We have directly supported over 1,000 direct beneficiaries through our student outreach programmes.
Retaining and developing talent	8	By 2026, 100% of our employees globally earn a living wage.	On track	99%	We have rectified outstanding data gaps to determine that 99% of our employees globally receive a living wage, excluding New Zealand, India, Australia casual workers and Partners. We are working with local HR leads to support the few that fall below this threshold.

Global Reporting Initiative (GRI) index

Kennedys Law LLP has reported the information cited in this GRI content index for the period 1st May 2024 - 30th April 2025 with reference to the GRI Standards.

GRI Standard	Disclosure	Page Number(s)	GRI Standard	Disclosure	Page Number(s)
GRI 2: General Disclosures 2021	2-1 Organizational details	6,61	GRI 103: Energy 2025	302-1 Energy consumption within the organization	50
	2-3 Reporting period, frequency, and contact point	4,61		302-3 Energy Intensity	50
	2-4 Restatements of information	9,48	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	48
	2-6 Activities, value chain and other business relationships	7		305-2 Energy indirect (Scope 2) GHG emissions	48
	2-7 Employees	52-54		305-3 Other indirect (Scope 3) GHG emissions	48
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