Building a sustainable future

Documenting our commitment to responsible business in 2023-2024

enter

Kennedys

Contents /

Introduction 03
Welcome 04
2023-2024 global highlights 05

Responsible Business at Kennedys 06
Who we are and what we do 07
Continuing our responsible business journey 08
Our governance of responsible business
Sustainability and ESG services for our clients 10

Addressing the SDGs that matter most to us 13
Understanding our material issues 14
The United Nations Sustainable Development Goals 15
Goal 3: Good health and wellbeing 16
Goal 8: Decent work and economic growth 21
Goal 10: Reduced inequalities 30
Goal 13: Climate action 38
Goal 16: Peace, justice and strong institutions 46

Appendix 53
Certifications and affiliations 54
ESG data 55
Summary of our performance 69
Global Reporting Initiative (GRI) index 70
Key contacts 71

Introduction /

Welcome 04

2023-2024 global highlights 05

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

This year's Responsible Business report is a record of the actions we have taken against the demanding targets we have set for ourselves over the past few years. **But it is also a statement of intent from our senior leadership to go further and do more to meet our goals.**

You'll notice change is a recurring feature throughout this report. Some of that change is already here and in place.

The world is facing unprecedented environmental and societal crises and businesses need to change the way they operate to align with a sustainable future. That is why we are embedding our Responsible Business strategy and its associated plan across the firm, and reframing our sustainability efforts so that responsible business principles become a part of 'business as usual' in everything we do.

Our assessment of the firm's financial, operational, people and environmental impact (our 'materiality') is new. Although largely and reassuringly in alignment with our ongoing commitment to the Sustainable Development Goals (SDGs), we have adopted Goal 8: Decent work and economic growth this year to improve alignment with our double materiality assessment.

Some change remains a work in progress:

- We are in the process of evolving the governance structure of our Responsible Business strategy.
- Our new Global Wellbeing strategy is in development and we're about to extend our Wellbeing Champion Network to new regions. We'll share more details in next year's report.
- Thrive Together is our employee volunteer programme for creating positive change in our communities, centred on two of our priority SDGs: Goal 8: Decent work and economic growth and Goal 16: Peace, justice and strong institutions. It continues to build momentum across our offices globally, and in the coming year, will provide a focal point for our pro bono work.
- The Executive Group has committed to becoming a net zero firm by no later than FY2040. That commitment has been validated by the Science Based Targets initiative (SBTi) and is set to unlock several more initiatives to take us closer to net zero.

You'll find more about all of these developments within this report.

With so much in the pipeline, it's important that our enthusiasm for shaping what's next doesn't detract from everything that forms part of this report. Around the world, Kennedys people are making a positive difference to our industry and to our communities. It's a measure of their dedication that there are so many more examples of actions that we could have included if we had more space.

We continue to take meaningful action as part of our commitment to the UN Global Compact, which includes promoting human rights and fair labour practices, protecting the environment, combatting corruption and fostering ethical practices within our operations and throughout our supply chain.

I hope you enjoy reading the report.

2023-2024 global highlights

Embedding Responsible Business into our global strategy

By rolling out our plan, we're making responsible business principles a part of 'business as usual' in everything we do.

Becoming net zero by FY2040

Kennedys has approved near and long-term science-based emissions reduction targets with the SBTi, verifying our science-based target to be net zero by FY2040.

Launching our UK social mobility strategy

We appointed two senior sponsors to give added impetus to a UK social mobility agenda which, through a range of actions, is helping to widen access to the legal profession and progress diverse talent.

Understanding our material topics

Our first double materiality assessment gave us greater understanding of the financial, operational, people and environmental issues affecting us, and which we affect.

Closing in on our female partnership target

36% of our partners globally are women, bringing us closer to our target of 40% female partnership by 2030.

Thriving together

In the past year, hundreds of volunteers have been actively involved in initiatives across our global network, supporting charities, community groups and social enterprises, which is now brought together under our Thrive Together programme.

Achieving EcoVadis Bronze

We achieved a Bronze EcoVadis sustainability rating this year, and increased our overall score by 14%, reflecting improvements for the 21 ESG indicators covering environment, labour and human rights, ethics and sustainable procurement.

Engaging our people

Our first employee opinion survey was met with an above-target participation rate of 72% and some encouraging outcomes.

Applying innovation to sustainability

Our contributions to the Greener Litigation toolkit and BrightTide's Regenerative Farming Accelerator demonstrate how innovative, sustainable practices can reduce carbon footprints and address biodiversity loss.

Responsible Business at Kennedys /

Who we are and what we do 07

Continuing our responsible business journey 08

Our governance of responsible business 09

ESG services for our clients 10

Who we are and what we do

Kennedys is a global law firm of 2,900+ people operating from 78 offices, associations and co-operations active across Asia Pacific, EMEA, Latin America & the Caribbean, North America and the United Kingdom.

Our lawyers handle both contentious and non-contentious matters, providing specialist legal services to a wide range of sectors from insurance and reinsurance to aviation, finance, construction, retail, and healthcare. We have particular expertise in litigation and dispute resolution, especially in defending insurance and liability claims.

We have the scope, scale and expertise to be there, whenever or wherever our clients need us to do business. We explore issues from different angles and offer a global perspective, tailored to the local environment.

Kennedys empowers its people to deliver their very best work and reach their full potential. We do this by putting our values centre stage. Our culture and values are at the core of who we are and what make us a great firm to work with and for. They run through every strand of our firm and we take them very seriously.

We make a difference by being approachable, straightforward, supportive and distinctive. We deeply value the relationships we build with our clients and we know that they value our warm, friendly, human approach.

Continuing our responsible business journey

What is 'responsible'? To us, **it's about putting planetary and societal needs at the heart of the way we operate**. 'Responsible' is decarbonising our operations, protecting the wellbeing of our people, and championing diversity, equity and inclusion.

'Responsible' is creating the structure and making the decisions that enable those things to happen, and helping our clients and suppliers to do it too.

Last year we launched a new three-year Responsible Business strategy. At its core is one simple ambition: to make responsible business principles a part of 'business as usual' in everything we do.

Operating responsibly means looking to the heart of how we do business, ensuring we address our impacts within our core operations, decision-making, policies and practices.

To deliver the strategy, we launched the Responsible Business Plan 2023-25, which has five strategic objectives:

Operations
Embed responsible business into our governance, operations and decision-making

Supply chain
Create a diverse supply chain aligned with our responsible business goals

Clients
Add value to our client relationships through our responsible business expertise

Communities
Make a positive impact on society as an active corporate citizen

Partnerships: Work in partnership to find solutions to shared challenges and help address the UN's SDGs

Creating a hub of sustainability knowledge

Achieving our objectives is down to our people. It's the everyday decisions and client interactions that will embed responsible business in all that we do. To ensure everyone is equipped to confidently discuss our strategy with colleagues, clients and suppliers, we launched our Responsible Business Learning Hub last year. This delivers a tailored learning programme that educates our people about their role in sustainable development and global citizenship and how we operate as a responsible business.

Our governance of responsible business

This year, our approach to governance is evolving. As previously, our governance of responsible business refers to high level, firm-wide oversight. It establishes the moral compass that guides our purpose and decisions, the people responsible for those decisions and the ways in which we are held accountable for our actions.

We are improving the governance of our Responsible Business strategy by ensuring it and the associated goals and plan are delivered effectively and with sufficient senior oversight, accountability and buy-in to drive success.

In FY2025, we will form a sub-committee to the Executive Group (EG) responsible for the oversight of delivery of the Responsible Business strategy. The group, formed of leaders and partners, will ensure the Responsible Business strategy is integrated into Kennedys' global strategy and hold delivery teams to account. The group will assist the EG in safeguarding the long-term, sustainable success of the firm, particularly with regards to its environmental and social responsibility.

For the purposes of the period covered by this report, however, the governance structure remains as follows:

We have a five-strong Executive Group that is responsible for setting and implementing the strategic direction and business operations of the firm, and serves as our board-level equivalent.

Our Global Managing Partner is the overall sponsor and oversees the Responsible Business strategy at board-level, working closely with a Global Product Head, a partner who acts as the sponsor for the strategy at senior leadership level.

The Head of Responsible Business leads the development of the strategy. They are supported by a Responsible Business team, who act as consultants and collaborators across the firm and supervise its implementation.

This team works directly with regional diversity, equity and inclusion (DE&I) advisory groups, employee affinity groups, and Thrive action groups and our Wellbeing Champions network to support the development and rollout of initiatives. Our people make a difference through initiatives that put our goals into action and make a local impact in their communities.

Our five regional DE&I Groups (Asia Pacific; Europe, Middle East and Africa; Latin America and the Caribbean; North America; and the United Kingdom) are each represented by a DE&I Partner ambassador who sits on a global DE&I Advisory Group, which meets annually.

Our Data Risk team are responsible for assessing and mitigating risks associated with data across our global network.

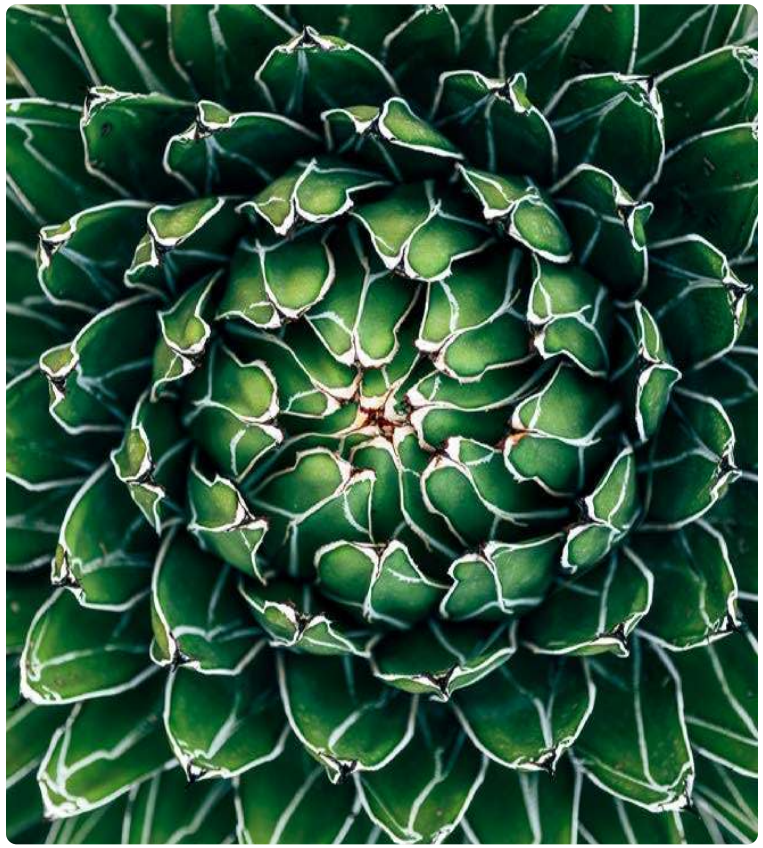
Meg Catalano
Global Managing Partner

Ben Aram
Partner sponsor for Responsible Business

Kate Hursthouse
Head of Responsible Business

Responsible Business team

- DE&I groups
- Employee affinity groups
- Thrive action groups
- Wellbeing Champions



Sustainability and ESG services for our clients

Climate change, biodiversity loss, modern slavery and the need for a diverse and inclusive workforce are just some areas that fall under the umbrella term ESG.

ESG is playing a growing role in the way industries develop and frame products and services.

As a law firm with a strong litigation and commercial offering, our global team of multidisciplinary lawyers understand how these complex and interconnected issues impact organisations.

It has become an integral part of business decision making. Compliance with a rapidly growing set of ESG reporting obligations is now a legal requirement and failure to comply can lead to sanctions (e.g. in the EU, with the CSRD and the CS3D). Investors and business partners include ESG criteria in their investment and partnership assessments.

Entities that do not integrate these issues and do not consider their organisation's impacts on the environment and society (e.g. human rights) run the risk of being less competitive.

Sustainability and ESG is shaping a new business environment and it's important that our lawyers share how these complex, interconnected issues impact our clients and their worlds.

We generate research-led thought leadership content on the policymaker and regulatory landscape to assist our clients in their strategic decision-making.

In 2024, these insights included:

- Our *'Global forecast 2024: Evolving insurance risks'* report analyses and explores themes expected to have the biggest impact on the insurance market in the year ahead.
- How the Financial Conduct Authority's new *anti-greenwashing rule* will mitigate the risk on claims brought in the insurance sector.
- How serial defects in renewable energy projects, particularly offshore winds farms, pose a *threat* to insurers.
- Considerations for the hospitality sector in *managing modern slavery risks*.

Kennedys IQ

Kennedys IQ is the insurtech part of the firm. It helps clients handle claims more efficiently, at a lower cost, and with better outcomes by harnessing cutting-edge technology, data and artificial intelligence (AI) trend analysis to make future decisions that take account of ESG factors.

> “ Those who do not respond to ESG concerns are being scrutinised and risk finding their non-compliant business practices exposed. Climate related risks are only part of the potential ESG exposure, and it is important that insurers do not lose sight of the pressure on insureds to also address social and governance issues. ”

John Bruce, Partner

Our areas of expertise

Our sustainability and ESG Working Group's multidisciplinary experts support clients on a range of ESG challenges, including:

- Reviewing and advising on policy wordings, from climate-friendly causes to human rights and political impact.
- Advising on climate related claims and environmental investigations and prosecutions.
- Advising on regulatory investigations and prosecutions (including environmental, health and safety, workplace, financial compliance and food standards), as well as climate related issues, for example, those involving renewable energy projects.

We also provide legal counsel on a wide range of topics that encompass ESG principles.

These include:

- **Employment:** Advising on ESG reporting and disclosure obligations and the drafting of workplace policies, for example, those promoting ethical and inclusive environments, gender pay gap reporting and modern slavery.
- **Compliance:** Helping our clients understand and comply with their ESG reporting obligations and ensuring ESG product compliance across their entire supply chain.
- **Commercial litigation and risk management:** Identifying, managing and mitigating ESG litigation risks; monitoring the development and impact of ESG- related litigation.
- **Real estate, planning and construction:** Exploring regeneration projects, green leases, environmental impact assessments, biodiversity net gain, and planning obligations.

Hosting sustainability and ESG events

We use sustainability and ESG content to help shape showcase events and webinars such as "An audience with Anne McEvoy" (British broadcaster and Editor of Politico) which outlined ESG risks and the impact of the anti-ESG movement. In addition, we also work closely with clients on innovative ESG initiatives such as the Regenerative Farming Accelerator.

Focusing on climate risk

Climate change is altering how legal and insurance services are offered. Climate risks are increasingly integrated into governance to deliver climate adaptation and mitigation globally, accounting for major risk types such as physical, transition, and liability.

As the industry transitions to net zero and environmental sustainability, overcoming these risks will be business critical.

> " The pace of climate change is increasing. In response, global regulators and law makers are striving to provide the necessary governance frameworks, whilst allowing innovative products to thrive. "
>
> **Fernando Hurtado de Mendoza**, Partner

Speaking up on the impact of Biodiversity Net Gain

In May 2024, as part of the Regenerative Farming Accelerator webinar series, Legal Director Tim Stansfield joined guest speakers Henry Parkinson, from Langley Abbey Environment Project and Harry Wright, Founder of Bright Tide to discuss Biodiversity Net Gain (BNG) and its future impact on planning. Whilst posing implications for developers and local planning authorities, the regulation presents a gap in the market for innovative insurers to create products that cover claims relating to, and investment solutions for, BNG.

Industry interactions

In November 2023, we hosted an ESG Breakfast Briefing in collaboration with the Insurance Industry Charitable Foundation for clients, colleagues and members of the third sector. Speakers included the Head of Legal and Advocacy at the World Wildlife Fund, the Global Insurance ESG Lead at KPMG, and the Senior Strategic Communications Advisor at Bright Tide. The event highlighted the need for a 'Just Transition' and the role of strategic partnerships within the sector. Read more about it *here*.

Reducing risk in construction

Every construction project involves risk across a range of factors, from financial and legal to environmental, operational and health and safety. In collaboration with the Get it Right Initiative, we've developed an industry guide on risk management for construction projects. The guide addresses key considerations that influence how insurers assess the risk profile of a project from concept to end of life. ESG is prominent among these considerations. It also looks at the steps that can reduce risks.

Bringing together the expertise of a wide range of construction insurance specialists, the guide offers detailed explanations of:

- The specific risks that may arise
- How insurers expect these to be managed
- The assistance and advice that project.

Written in non-technical language to support easy understanding, the 20-page guide aims to de-mystify risk management. Since its release in October 2023, it has received a positive response from an industry that is now using it as a good practice guide.

Addressing the SDGs that matter most to us /

Understanding our material issues 14

The United Nations Sustainable Development Goals 15

Goal 3: Good health and wellbeing 16

Goal 8: Decent work and economic growth 21

Goal 10: Reduced inequalities 30

Goal 13: Climate action 38

Goal 16: Peace, justice and strong institutions 46

Understanding our material issues

How do you determine the biggest issues affecting an organisation?
To answer this question, we completed a double materiality assessment, which aims to understand not only the firm's impact on people and the environment, but also the impacts of each of those factors on the firm.

The assessment is an important part of meeting **the first 'operational' objective of our Responsible Business Plan 2023-25**.

A double materiality assessment aims to understand which topics are material for a business. Our assessment examined the firm's positive and negative impacts on people, the economy and environment, as well as the risks and opportunities of these factors on the firm and on its financial sustainability.

Engaging our stakeholders

Internal and external stakeholders were crucial to the assessment. Having identified the ESG topics that may have relevance to us, we conducted surveys and interviews with partners, employees, clients and other external stakeholders. Each shared their views on the ESG topics most material to us and prioritised those topics. We then validated the results and considered their strategic implications.

Our material topics

Critical	Focus	Foundational
Topics in this category are critical for us to operate successfully and should be comprehensively and proactively covered by our strategy.	Topics in this category are for us to continue advancing and monitoring. Our strategy needs to address the topics' associated key risks, opportunities and impacts.	Topics in this category are regarded as foundational by stakeholders and need to be covered by our policies and reporting, enabling success for the critical and focus topics.
Social: Pro bono services & social value creation Social: Diversity, equity & inclusion Social: Attracting, developing & retaining talent Environmental: Net zero transition Social: Employee health & wellbeing Governance: Data & cyber security management	Governance: Ethical business conduct Environmental: Environmental advice to clients Social: Social advice to clients Governance: ESG risk & opportunity management	Environmental: Operational environmental impact Governance: Innovative technologies Governance: Sustainable procurement

Key: Environmental Social Governance

The United Nations Sustainable Development Goals

In 2015, 193 world leaders agreed on 17 goals to tackle poverty, inequality, and climate change by 2030. They are known as the Sustainable Development Goals (SDGs), or Global Goals.

> " We don't use the UN's Sustainable Development Goals as merely a communication exercise. Instead, **they inform our strategy and guide our level of ambition**, ensuring we are aligned with a sustainable future. "
>
> **Kate Hursthouse,**
> Head of Responsible Business

We work to support all the goals, but our impact on some – or their impact on us – is greater than others. Understanding our material factors has helped us refine our priority goals and there is clear alignment between the two.

As a member of the United Nations Global Compact, Kennedys remains committed to ensuring the Ten Principles across a respect for human rights, labour rights, environment and anti-corruption are incorporated into our firm. Additionally, we are exploring how our commitments align with the UN Global Compact's SDG Ambition Benchmarks to ensure we have the level of aspiration required to deliver the SDGs by 2030.

Adopting Goal 8

This year's report marks a shift in one of our priority goals. Previously, Goal 4: Quality Education occupied the position now held by Goal 8: Decent work and economic growth. We've made the switch for the following reasons:

- The revised set of priority goals more closely aligns with our material topics;
- We are a global organisation and we recognise that the needs of our communities, and the way we deliver those needs, differs. Goal 4 was important to us but framing them in the context of Goal 8 gives us the broader scope we need to sensitively service our global community; and
- The ambitions of Goal 8 encourage us to stretch and set goals that will make a difference.

Goal 3:
Good health and wellbeing

It's one thing for an organisation to say that it supports the health and wellbeing of its people. It's another to demonstrate it every day. We do that holistically because **we recognise that wellbeing isn't just about benefits and engagement initiatives; it is an integral part of our purpose and culture.**

We have built our global wellbeing strategy on four interconnected pillars:

- Mental
- Physical
- Social
- Financial.

These pillars help us embed good health and wellbeing in our day-to-day operations. They help us ensure an equality of focus across the wellbeing spectrum. And they enable us to meet a wide range of our people's needs, globally.

200+

Kennedys people consulted in wellbeing listening exercises

Coming in 2025: Our new global wellbeing strategy

Kennedys is placing an ever-greater emphasis on all areas of responsible business, and we are currently conducting a strategic review of our approach to wellbeing. By the next Responsible Business report, we'll be able to reveal the results.

Wellbeing in numbers:

62%

of employees took their wellbeing day in 2023.

That's nearly 4 years' worth of wellbeing!

" Throughout autumn 2024, we are running a listening exercise called Your Voice with our people around the world. By combining their insights with data, we'll be creating a global strategy that underpins wellbeing at Kennedys, integrating the local nuance required to ensure we're addressing the diversity of our people's needs. "

Jennifer Dyson-Batliwalla, Wellbeing Manager

Our commitment: Support the health and wellbeing of our people.

By 2025, we will launch our Wellbeing Champions programme globally and will have trained 100 Mental Health First Aiders.

Our progress: **On track**

67%

- This year, we launched our Wellbeing Champions programme in the UK, where 67 individuals trained as Mental Health First Aiders.
- After completing our Your Voice listening exercise, we will determine priority regions to implement our Wellbeing Champions programme by the end of 2025.

Mental health

We are fostering **an open and inclusive workplace culture** where our people feel safe talking about their mental health.

There's no single 'key' to good mental health. Just like physical health, it is the result of a combination of factors, and the correct combination can be different for every person. That's why it's right that we offer a broad suite of initiatives to support the mental health of our people.

In the UK this year, for example, we've have had 67 wellbeing champions who have undertaken Mental Health First Aider training, to drive further wellbeing and signpost colleagues to support services when needed. Our champions will be our 'eyes and ears' - the people on the ground holding the conversations that matter. They are pivotal to connecting our strategy with our people and communicating the initiatives we launch and the changes we make. The success of this network has meant that we will roll this out to other regions across the next year.

We have offered mental health and resilience training to our people, and **our wellbeing focus groups are placing a renewed focus on mental health.**

We are also **leveraging the skill and technology of partners such as TELUS, Headspace, and Peppy** to make our mental health support easier to access and broad in its reach and capability.

Helping more people benefit from our Employee Assistance Programme

Our Employee Assistance Programme (EAP) is reaching more people than ever before, offering emotional and practical support to our people when they need it.

For example, 25% of employees globally have registered with the TELUS Health App and many have engaged with its wellbeing assessment tool, with health, life and family the three areas of greatest focus for our people. Its financial perks are proving popular too.

TELUS data also shows that 3.77% of our employees this year took advantage of consultations (with doctors, dieticians, mental health practitioners and more) offered through the service, up from 2.8% last year. Counselling services were the most requested consultation.

To encourage greater take-up, we showcase around 25 webinars and other resources – like fitness classes and wellbeing talks – that are available each month. We have seen an increase in engagement as a result. In 2025, we will be conducting a review to explore any gaps in the provision we offer.

Peppy goes global

Our partnership with Peppy, the employee wellness app, is set to give our UK employees direct access to support, education and advice on topics including menopause, fertility, women's health, and parenthood.

The app's potential encouraged us to make Peppy available to all our people globally, and we will start its rollout over the next year. Support is extensive, ranging from resources and webinars to 1:1 sessions with nurses (currently UK-only).

As of July 2024, Peppy's usage stats continue to grow, with 2,641 articles read and 7,664 chats exchanged, most notably around the following:

Topic	Engagement vs target %
Fertility	97%
Menopause	153%
Men's Health	91%
Women's Health	80%
Baby	97%

Creating headspace for wellbeing

We introduced the Headspace app to help our employees reduce stress and build resilience, but we know that for it to deliver benefits, our people have to use it. This year, we have stepped up promotion of the app, and have seen increased engagement across the board as a result:

- As of August 2024, approximately 40% of Kennedys employees are Headspace members
- To July 2024, they had clocked up 402,647 minutes on the app
- Including 14,680 minutes of meditation
- From October 2024, Headspace Partner Family Plan is now offered where family and friends can gain access to a wealth of resources from Headspace going beyond supporting our immediate employees and partners.

According to Headspace, the engagement rate of our active users is 16% higher than similar organisations in the legal sector, with sleep, meditation and focus the most popular content.

Happiness starts with good mental health

What is 'happiness'? And how does our level of happiness affect our mental health? These were the questions our office in Singapore set out to explore during its first internal mental wellness workshop on World Mental Health Day 2023.

During the workshop, the team explored the theory and science of happiness, how to build habits for good mental health, and how to recognise warning signs of poor mental health. Partners shared the challenges they faced and emphasised that there is no stigma attached to recognising those challenges.

Over lunch, an external speaker from MindFi led the well-received session and ensured that participants left equipped with the skills to better manage their mental health and happiness.

Walking and talking for mental health

We know that just 10 minutes of brisk walking can increase mental alertness, energy and positive mood.[1] It's also a great opportunity to connect with colleagues.

That's why, in October 2023, Kennedys' office in Dublin supported World Mental Health Day by holding a 'Walk and Talk Week'. The initiative was held in partnership with Pieta House, a local charity that provides a free, therapeutic approach to people who are in suicidal distress, engage in self-harm, or have been bereaved by suicide.

Throughout the week, we encouraged around 20 employees to take walking meetings where possible, and to go for a walk with colleagues for coffees over lunchtimes, or before or after work.

Laps, runs and raising funds in Australia for Black Dog Institute

Black Dog Institute is the only medical institute in Australia to investigate mental health across the lifespan.

Our colleagues in Australia got active for the Black Dog Institute's 'One Foot Forward' campaign during World Mental Health Month in October 2023, taking part in a variety of individual and group activities to raise funds for mental health.

535km

Team 'Stepataries' claimed the longest group distance, walking 535km and raising AUS$768.

Kennedys contributed too, taking the final total raised to **AUS$3,000**.

An associate from the Sydney office reflected on the value of walking and running to mental health: "I think in the legal industry we're particularly susceptible to mental health challenges, anxiety and stress. Getting out in the sun on the weekend, or during the week (as much as possible), is so important to clear your head, breathe fresh air and feel the sun on your face". Kennedys in Australia will be taking part once again in October 2024.

Coming next: This Is Me

We are working to create ever-greater psychological safety for all our people. On World Mental Health Day 2024 we're launching "This Is Me Kennedys" a campaign which sees our leaders share their wellbeing stories. Through their experiences we want to drive systemic change throughout the firm, so that everyone feels able to share their own experiences.

We'll revisit this in our next Responsible Business report.

1. Mental Health Foundation

Physical health

We are encouraging employees to **build positive habits through education, training and events**.

Mexico office scales new heights

For the second year, colleagues from our office in Mexico combined mental and physical wellbeing by undertaking an epic hiking expedition in support of Mental Health Awareness Day.

Last year, they scaled "Huasca", Hidalgo, and this year seven colleagues tackled Iztaccíhuatl, the third highest summit in Mexico. At 5,230m (17,160ft) it sits adjacent to Popocatépetl ("smoking mountain"), currently the second most active volcano in Mexico.

It took three months of training to prepare the team for their challenge. Leaving base camp at 12.30am, they reached the summit at 6.54am and completed the expedition in just 12 hours.

In addition to raising mental health awareness, the team showed real grit and dedication in building the levels of fitness and stamina required to tackle the mountain.

> "Kennedys in Mexico inspired me to get in shape for this challenge. It is one of the things I'm very grateful to the office for."
>
> **Luis Salcedo,** Associate

> "I'm very proud of having achieved this. It is something I will tell my grandchildren."
>
> **Eduardo Ruiz**, Senior Associate

Sydneysiders sprint, run and kick for charity

In spring, nine colleagues from our office in Sydney took part in the JPMorgan Corporate Challenge, the world's largest corporate running event and a "catalyst between work and wellness". Running in support of the Indigenous Marathon Foundation, the team completed the 5.6km road race at the city's Centennial Park in an average time of 31.5 minutes.

In autumn, colleagues also joined over 200 insurance industry clients and friends for the annual Touch of Colour charity touch football tournament in Sydney, which was celebrating its 10th year.

The Kennedys team was one of 23 doing battle on the field (and in the rain) to help raise funds for KidsXpress, an Australian mental health charity helping children impacted by adversity.

At the same event, our sprinters finished first in the men's and second in the women's races.

Every blood donation counts

Donating blood is a simple but potentially lifesaving deed, and its effects can benefit donor and donee, as studies show regular donors also experience health benefits.

In our office in Hong Kong, as in Kennedys offices globally, our people have been contributing to local emergency and medical care by donating blood.

Social wellbeing

We are **promoting volunteering opportunities** to build positive and enriching social connections in local communities.

See Goal 16: Peace, justice and strong institutions for our actions that align with this pillar.

Financial wellbeing

We are **providing access to tools** that our people can use to **understand and manage** their personal finances.

Kennedys Assistance Fund

Anyone can find themself in a sudden and unexpected financial crisis. Our Assistance Fund offers help and support to Kennedys employees experiencing financial hardship. Our intranet offers advice and resources, and our third party providers offer specific, targeted help, such as the financial wellbeing tool from our UK pension provider. But when the need is acute, the Kennedys Assistance Fund is there to help.

The fund provides a financial contribution of up to £2,000 in the event of an unexpected incident that puts any employee at risk of severe hardship for which they have no other means of covering their costs.

In the past year, the fund has supported over 50 people from Kennedys across APAC, LATAM, the UK, and the US.

Assistance Fund support in numbers

£78k
distributed globally

87%
of applications for financial difficulties e.g. acute rise in inflation

13%
of applications for family circumstances

Goal 8:
Decent work and economic growth

We need a legal sector that reflects the society we represent, where everyone who wishes to enter the profession has an equal chance of doing so.

We're addressing that in a range of ways, from the salaries our people earn to initiatives to increase social mobility, so that where you start in life has no bearing on how far you can progress.

" Social mobility is essential for a fair and inclusive society. It is the mechanism through which individuals can rise above their circumstances and achieve their potential. "

Organisation for Economic Co-operation and Development

Over 95%

of our employees globally earn a living wage

Our commitment: Promote fulfilling employment, economic independence and better access to the legal profession.

By 2030, we will help at least 2,000 under-resourced individuals to enter fulfilling employment through outreach activities.

Our progress: **New for FY2024**

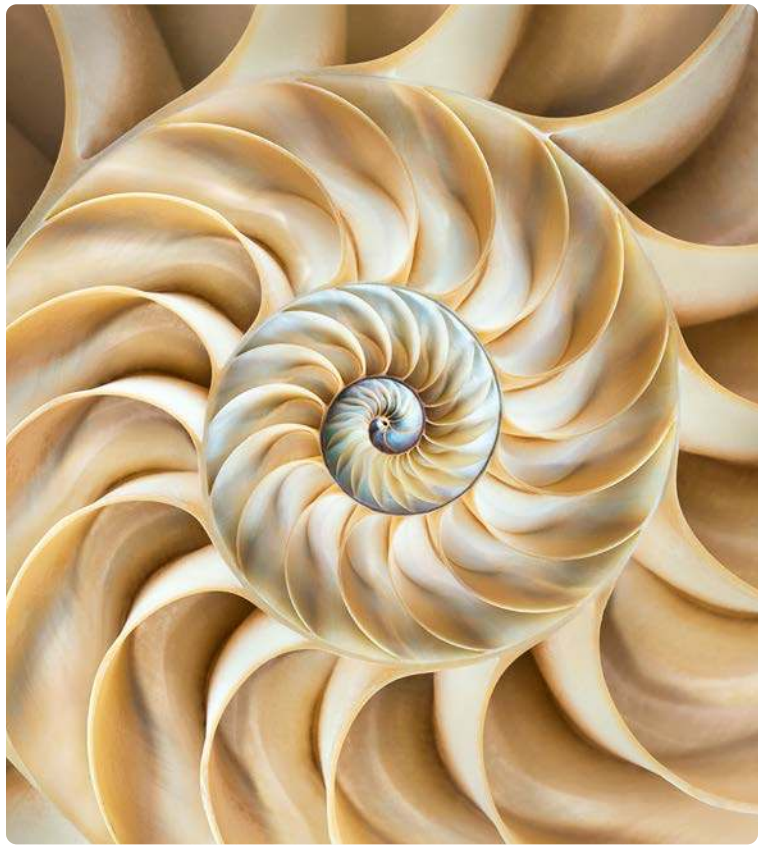
- We have developed and launched our social mobility pipeline strategy aimed at attracting, recruiting and retaining diverse talent.

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

Our progress: **On track**

Over 95%

- As of April 2024, over 95% of our employees globally earn a living wage. We will continue to review our areas of improvement to meet our target.



Building a legal profession that reflects society

According to the Solicitors Regulation Authority (SRA), 22% of all UK lawyers are educated at fee-paying schools compared to just 7.5% of the general population. Kennedys is not an exception.

In 2024, 32% of our partners in the UK attended an independent or fee-earning school between the ages of 11 and 16, compared to just 13% of all our people in the UK.

Our social mobility pipeline strategy, led by two senior partner sponsors, aims to widen access to our profession by reducing the barriers and inequities faced by those from under-resourced backgrounds. This starts with our commitment to preparing individuals for the world of work and leads into our efforts to attract, recruit, retain and progress diverse talent.

Social Mobility Day

To mark Social Mobility Day in 2024, we encouraged our people to share their experiences. When four senior leaders shared their stories on our intranet, they received 500+ views in the UK alone.

> “Social mobility is about giving everyone, regardless of their background, the opportunity to thrive. I’ve seen the life-changing difference that providing that opportunity can give. By supporting social mobility at Kennedys, we are investing in a future where talent and potential are the true markers of success, not privilege or access. This is about levelling the playing field and ensuring that our future leaders come from all walks of life.”

Paul Lowe, Partner
and Social Mobility Sponsor.

> “For me, supporting social mobility is personal. I’ve seen firsthand how support and encouragement to seize an opportunity can change the trajectory of someone’s life. Talent is everywhere, but the tools to seize an opportunity are not. As a sponsor, I am committed to ensuring that we recognise the talents and abilities in people from all walks of life to contribute to Kennedys, and provide support so that they feel able to seize the available opportunities.”

Mark Welbourn, Partner
and Social Mobility Sponsor

Improving education in early years

Opportunities for achieving fulfilling employment begin with access to quality education. Yet in the UK, there's a profound attainment gap between pupils from under-resourced backgrounds compared to their well-resourced peers.

On average, pupils eligible for free school meals (FSM) have lower exam attainment than pupils who are not eligible.[2] 61% of young people eligible for FSM have not achieved levels of learning above GCSE by aged 19. That's why we deliver initiatives to support pupils that otherwise wouldn't have opportunities to experience the world of work, build their confidence and develop work-related skills.

Some of our projects based in the UK include:

It all starts with literacy

We've partnered with Chapter One to reduce the reading gap in the UK. With 40% of 11 year olds in England from under-resourced backgrounds leaving primary school unable to read to the expected standard, we're helping to create a world where all children gain the literacy skills needed to thrive.

In 2024, a group of 10 dedicated Kennedys volunteers have provided 61 hours' worth of invaluable one-to-one reading support to students at a primary school in Newham, London. Their efforts have not only helped improve the children's literacy skills, but also boosted their overall confidence and speaking abilities. For 2025, we are further developing our partnership, supporting two new schools and one new city, Manchester.

Pass IT On to Every Child Online

We were the first corporate partner of Every Child Online (ECO), a non-profit IT asset disposal organisation working to close the digital divide and play a significant role in ending digital poverty.

ECO refurbishes the devices we donate, including desktops, laptops and mobile phones from office relocations before distributing them to local schools, clubs, community groups, and refugee centres. ECO offer a service whereby they kit out fully operational 'digital classrooms' for school children. Our equipment tends to be of higher specification typically accessible to schools, facilitating the introduction of technology-based courses, such as coding and graphic design.

In June 2023, together with ECO, we launched the Pass IT On Legal Alliance. Building on the results of our own work with ECO, Pass IT On aims to inspire other law firms to support the cause while gaining security-compliant certifications and becoming members of the IT Full Circle.

3,480+

pieces of equipment donated to date, equivalent to **£259,062**

" [Our work with ECO] not only fits with our sustainable practices but is also helping to give opportunities to young people and nurture the next generation of talent by *'closing the digital divide'*, which is something Kennedys is very passionate about. "

Claire Renouf, Head of IT Operations

2. *UK Parliament*

Envisioning a better future in Birmingham (UK)

Envision is Birmingham's leading education charity. It empowers young people from under-resourced backgrounds who are underrepresented in the world of work. The charity helps them to develop the essential skills and confidence needed to support their education, employment aspirations and wellbeing.

74 hours

of targeted mentoring support from 11 colleagues, facilitating two cohorts of students aged 13 to 18 to complete the programme in 2023-24.

Alongside funding from Kennedys, 11 colleagues devoted 74 hours of targeted mentoring support to enable two cohorts of students aged 13 to 18 to complete the Envision programme in 2023-24.

During the programme:

- Students deliver a social action project designed to make a positive change in their school or local community;
- 100% of students demonstrated improvement in their communication and teamwork;
- 93% of students demonstrated improvement in their creativity and determination; and
- 92% of our volunteers felt they had developed their own essential skills and confidence.

Using insights to inspire sixth formers

We facilitate insight days and work experience programmes for aspiring lawyers, helping with the transition from education to employment by exploring potential career pathways into the legal sector.

This year, our office in Taunton launched it's first work experience programme, Taunton Together. With over 40 applicants, the three day programme allowed two successful candidates to speak to experts within the firm about their career pathway options post-sixth form, with advice offered about solicitor apprenticeships or the post-graduate route.

" A resounding success in not only promoting Kennedys but also encouraging a new generation to join our profession. "

Vittorio Cinque, Partner

Future Frontiers in numbers

15
Kennedys volunteers in 2024

74
hours of coaching in 2024

30
students inspired since 2023

Building professional networks for London's young people

For the second year, we've partnered with Future Frontiers, which provides under-resourced young people with the guidance, networks and opportunities they need to realise their potential at school and achieve post-16 qualifications that build towards secure and fulfilling employment.

All the young people coached agreed that they are clearer on what they need to do to achieve their ambitions.

Attracting young people to the sector

Work experience can be an important step towards a career in the law. It's often a student's first chance to experience the legal environment and see firsthand what their career might look like.

But if you're from a low socio-economic background, you are less likely to gain exposure to the world of work,[3] less likely to be able to afford the travel costs of work experience, and less likely to even consider it.[4]

We've developed key strategic partnerships and initiatives to offer a variety of opportunities to students, reducing barriers and making a legal career seem possible.

Widening access to the legal profession, everywhere

Kennedys online global virtual work experience programme gives participants the opportunity to complete real life tasks and gain a unique insight into law and life at Kennedys. Applications are open to students from any school, college, university or educational background. They don't need any previous work or legal experience.

Once enrolled, students complete the programme at their own pace, covering four core practice areas of insurance, liability, healthcare and commercial and, upon completion, receive a certificate that they can reference on their CV.

23,500+

enrolments since 2020

4.74★

Average rating out of five

" A brilliant programme which helped enhance my practical skills and gain a real feel of the kind of work Kennedys trainees complete. Very engaging tasks which varied in nature. I will be considering a career at Kennedy's after this programme. "

A participant and student from University of East Anglia

Supporting Scottish students

Work experience can be invaluable for budding lawyers, but there's always a limit to the number of people any firm can accommodate. In 2023, offices in Edinburgh and Glasgow made sure they gave the broadest possible welcome to students.

Of the 160+ second and third-year law students from underrepresented backgrounds who applied, four were invited for a hands-on week of paid work experience.

Everyone else was invited to attend Kennedys' 'Scotland virtual insight day', ensuring every applicant was able to gain an insight into a legal career.

" It was extremely refreshing to see how passionate the team at Kennedys are about equality, inclusion and sustainability, and it has been an honour gaining experience in such an inclusive firm – motivating me to dream big and break down barriers to achieve my goals. "

Work experience student

3. *KPMG*
4. *Office for National Statistics, UK*

GROWing through mentoring

GROW Mentoring is a charity which aims to advance social mobility and increase access to the legal profession through mentorship and community.

GROW pairs aspiring lawyers with professionals who have similar backgrounds or interests in the legal sector. In September 2023, Kennedys and GROW hosted a networking and insight day at our office in London, welcoming 48 students from universities across the UK to meet their mentors, network and learn more about the firm and its work. Sessions throughout the day covered commercial awareness, the opportunity to network, and a fireside chat with a senior associate and partner.

> “What I found most inspiring was the opportunity to connect with like-minded aspiring solicitors. The networking opportunities provided valuable insight and allowed me to forge new connections that I believe will be very helpful in my personal and professional growth.”
>
> **GROW insight day participant**

upReach partnership

We run insight days, mentoring and work experience opportunities for students supported by the social mobility charity. In 2024, Natalie Hardy, a Senior Assosicate at our office in Manchester, was nominated for Mentor of the Year at UpReach’s Student Social Mobility Awards.

Early careers at Kennedys

Our aim is to recruit the best early careers talent and encourage an inclusive environment built upon different skills and backgrounds to represent our global firm. We’re developing lawyers who will be the future of Kennedys. To achieve this, we offer a range of training programmes that help school leavers or graduates start their careers in law.

Graduate solicitor apprenticeships

Spearheaded by our senior partner at the time, Nick Thomas, Kennedys was one of the first UK law firms to offer a school leaver legal apprenticeship when it launched its programme in 2012.

Building on this legacy, alongside offering traditional training contracts as a route into the legal sector, we launched our 30-month SQE training programme in 2021. This takes the form of a graduate apprenticeship, allowing law graduates to start working and earning at Kennedys immediately after leaving university.

Targeting school leavers

We are passionate about offering an alternative route to university and are proud to be a UK government accredited organisation. Our two year paralegal apprenticeships are aimed at those who have completed A level or equivalent studies, and designed to springboard young people into a successful career. The apprenticeship offers an introduction to the fundamentals of legal practice and provides a combination of learning and working within one of our legal teams.

This allows young people to earn a salary and gain a qualification at the same time, with the opportunity to study toward a Level 4 Certificate of Higher Education in Legal Services, which is equivalent to the first year of a law undergraduate degree. Following this, our apprentices can continue their learning with the Level 7 solicitor apprenticeship. This takes four years to complete and involves the completion of a (Hons) degree in legal practice and the Solicitors Qualifying Exam (SQE) and will lead to qualifying as a solicitor just six years after leaving school.

55

UK apprentices

3

Awards won for our apprenticeship scheme

Recruiting fairly

We know that every one of our people brings a unique set of talents, experiences and perspectives that enrich our community. We believe that what drives individuals - be it their creativity, problem-solving abilities, or dedication – says more about them than traditional markers of success. So, recently, we reviewed our trainee recruitment process to reflect this.

For example, we no longer score the work experience section of the application form, instead placing greater emphasis on candidates' strengths. This helps level the playing field for those who haven't had exposure to the same opportunities.

Understanding workplace views

Our people are at the centre of our global strategy. They are the most important part of Kennedys and key to our success. Our first global employee opinion survey, launched in March 2024, provided the opportunity for people to share their views, confidently and confidentially, and produced measurable data that drives forward targeted action plans to improve employee experience.

With a 72% participation rate (seven percentage points above our target), we're confident that repeating the survey annually will increase employee engagement and determine how we can continually identify and develop areas of opportunity.

Key findings include:

- 77% are proud to work at Kennedys
- 76% would recommend Kennedys as an employer
- 79% agree there is genuine support for flexible working.

Our improvement opportunities include:

- Ensuring leaders clearly communicate and adhere to our global vision
- Recognising and rewarding employees that meet or exceed our expectations
- Providing opportunities for employees to be part of a wider community outside the firm, to make a positive difference.

Speaking up and speaking out

We are committed to upholding the highest standard of corporate behaviour and conducting our business with honesty, integrity, and safety. It's important that we create and promote a psychologically safe, open and transparent culture and recognise that all colleagues have a crucial role to play to creating and maintaining this daily.

In August 2024, we introduced SpeakUp – our new reporting channel that enables employees to raise concerns anonymously, or confidentially. Whilst we encourage employees to firstly raise concerns directly with those involved, there may be cases where it feels unsafe or uncomfortable to do so. In this case, concerns can be reported via SpeakUp, either orally or in writing.

The channel is available in all local languages where we operate, including Arabic, Chinese, Danish, Dutch, English, French, German, Hebrew and Spanish.

We respond to concerns in a timely manner, aligned with our global policy and local legislation.

Speak Up is designed to allow people to report concerns in the following areas:

- Discrimination and bias
- Sexual exploitation, abuse or harassment
- Workplace bullying
- Workplace harassment.

Speak Up works alongside existing local grievance policies and procedures, and is in addition to our global whistleblowing policy that encourages people to report any suspected wrongdoings as soon as possible.

Facilitating communication with forums

In June 2023, we introduced employee discussion forums in the UK, serving as an important mechanism to increase employee voice and representation in decision-making.

Forum discussion topics include, but are not limited to, people initiatives, firmwide initiatives and the Firm's strategy and culture. Running quarterly, our four forums are led by a Chair and Standing Member from HR, and include employees all across the organisation - including legal, business services, secretarial, trainees and apprentices.

In the past year, the discussion forums have helped to steer reviews of the firm's current processes, such as the business travel policy, and foster a cooperative relationship between management and the workforce. These discussions have also driven smaller, more day-to-day changes to improve the wellbeing and experience of our people, ranging from organising office socials, to varied breakfast offerings.

Next year, we will look to roll out the discussion forums more globally, starting with Hong Kong and Singapore.

Fostering an inclusive working environment

No two personal lives are the same, so no two working lives should be either. We are committed to transforming the way we think about how and where we work, with new workplaces, technology, and working policies to help our people thrive. Here's just a few ways we achieve this:

- **Flexible working:** Our people can request a change of working pattern, either a reduction or variation of working hours, or a reduction of the number of days worked each week. Increased flexibility helps maintain a strong work-life balance and supports employee wellbeing.
- **Hybrid working:** People can combine working from home, or any other remote location, with working in the office. Depending on role and jurisdiction, this can mean home-working from 20%-60% of the week, so a safe and productive environment is essential. We offer an allowance to support the purchase of equipment for safe and effective working such as screens, desks and chairs.
- **Making reasonable adjustments:** Launched in spring 2024, our Workplace Adjustment Plan (aka Passport) is a live record of the accommodations agreed with individuals. It ensures they get the support they need to work effectively, reducing, removing or preventing disadvantages that they experience directly, or due to their role as a carer for a dependant. It's currently being piloted in the UK and Ireland, and we aim to next roll it out in Australia.

Paying a Living Wage globally

This report showcases our efforts in respect of key SDGs. Yet if there's one overarching theme of many of the Goals, it's that everyone, everywhere should be able to support themselves and their families. A living wage for everyone ensures no one is left behind.

Currently, Kennedys is 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.

We have recently conducted an audit of salaries outside the UK, and benchmarked these using local living wage rates. This showed that over 95% of our employees globally earn a living wage. This means we go beyond legislation as, in many countries, minimum wages do not always allow for a decent living.

We're working to ensure that, by 2026, 100% of our employees globally earn a living wage, and we will rectify outstanding data gaps to ensure all our people are accounted for.

Upskilling and lifelong learning

To be a global legal and risk advisory firm that supports the insurance industry at its core, our people must have the mindset, skills, and capabilities to help our clients find more certainty in an increasingly uncertain world. We've developed an infrastructure that empowers our people to deliver their very best work and reach their full potential.

Through this we have increased average training hours per colleague to 22.3 hours – a 31% increase compared to 2024. Our goal is that by 2025, 100% of our people will have engaged in a minimum of 25 hours of learning to support their career development through the year.

We aim to achieve this by rolling out new skills and capability frameworks for all our people. For example, in 2024, we further developed SkillUp, a curriculum for all employees that helps develop critical skills via tailored learning opportunities and resources for both Fee Earners and Business Services. Sessions are run live by skilled facilitators at a suitable time for their global audience, and cover topics from 'Thriving in change' to 'Influencing skills'.

In our first employee opinion survey this year, our people rated their access to learning and development opportunities higher than the professional services sector benchmark.

Data and cyber security management

In today's digital landscape, effective data and cyber security management is essential to ensure the confidentiality required to maintain client trust. Our Data Risk team are responsible for assessing and mitigating risks associated with data across our global network. They analyse potential threats, such as data breaches or loss, and develop strategies to prevent and respond to such incidents, working to share and develop knowledge on data protection practices, cyber security and AI risk. They continuously evaluate and update global risk management policies to adapt to evolving threats and technologies.

We maintain the confidentiality, integrity and availability of systems and data through a combination of policies, user behaviour, technical controls and work with areas such as Service Management and Asset control and HR to mitigate human risk factors. Kennedys holds global BSI ISO 27001: Information Security Management System (ISMS) accreditation and Cyber Essentials+ certification. These provide assurance to clients and employees that our information is secured to the highest standard and require annual audit and assessment cycles.

We are currently working towards compliance of the upcoming EU DORA regulation. This includes identifying key technology suppliers to collaborate with to assure not only our digital resilience, but also ensure that our supply chain aligns with our policy approaches on information security, data privacy and any other ethical concerns with technology, such as the use of AI.

All new joiners must complete GDPR and Information Security training during onboarding and then annually. Employees are provided with expert advice, guidance and support on the prevention and mitigation of information and data risks, including compliance with all applicable privacy, AI and security regulation and legislation. This work ensures what we do is lawful, our actions ethical and our core values maintained.

Goal 10:
Reduced inequalities

We're proud of the progress and accomplishments we've made so far in becoming a more diverse organisation, yet we know **our diversity, equity and inclusion (DE&I) journey is not complete**.

We want to be a firm where everyone is treated equally, where difference is celebrated, and where everyone has the opportunity to thrive.

To ensure we address the broadest range of needs, and to enable us to do more and go further, we have prioritised six key areas for focus and measurement, adding disability as a focus since last year's report. These are:

- Gender
- Race and ethnicity
- LGBTQIA+
- Social mobility
- Working families
- Disability and neurodiversity.

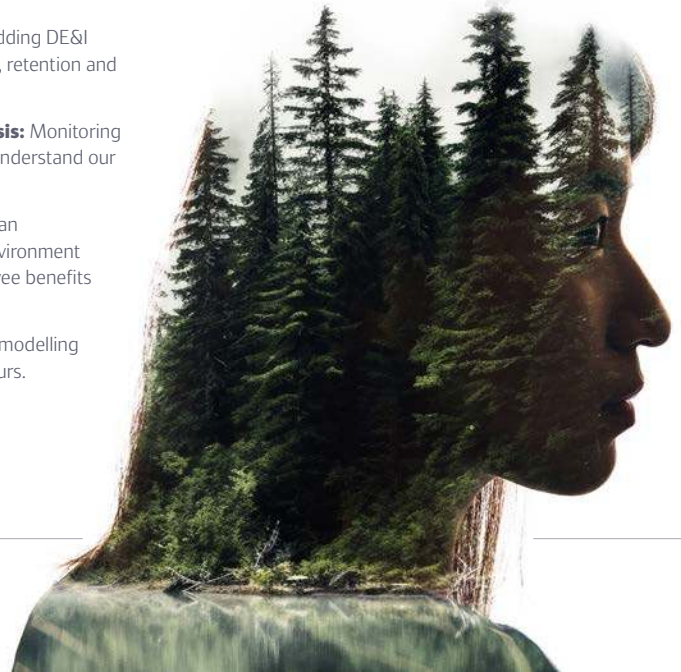
To ensure each area is embedded across every part of our business, our DE&I strategy introduced four pillars reflecting the different channels of implementation:

- **Employee lifecycle:** Embedding DE&I into the attraction, selection, retention and progression of our people.
- **Data collection and analysis:** Monitoring data to identify trends and understand our employees' experiences.
- **Inclusive culture:** Building an inclusive, accepting work environment through our policies, employee benefits and processes.
- **Inclusive leadership:** Role modelling inclusive leadership behaviours.

Social mobility at Kennedys

Creating a legal profession that better reflects the society we serve is a cornerstone of Kennedys' work around the world.

You'll find information on our social mobility efforts under Goal 8: Decent work and economic growth.



Our commitment: Reduce inequality across our firm, creating equal opportunities for all.

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

- In 2024, we achieved 36% female partnership globally, improving one percentage point compared to 2023. We are on track to meet our target but will continue to closely monitor our progress and work with our networks to ensure our support and policies are helping to drive change, provide equal opportunities and address any challenges.

Our progress: **On track**

90%

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

Our progress: **On track**

60%*

- We have achieved this target for the past two years, but have fallen short this year. We are focusing our efforts on curating diverse lists of partnership candidates to ensure we get back on track. However, we are pleased that overall ethnic minority representation in the partnership has improved by two percentage points in the UK from 4.5% in 2022 to 6.5% in 2024.

** Achieved in two of three consecutive years*

Gender

Combating gender inequality – Gender equality matters in every industry. But there's an additional reason it's so important in the legal sector. Gender equality *within* the system helps more people feel confident that they can expect gender equality *from* the system.

To achieve equal representation, participation and leadership, we must measure gender balance at all levels of our management. We must also address key barriers to women's participation in the labour force and create an inclusive workplace where all people are respected and empowered.

At Kennedys, as across our sector, there remains much work to do in terms of gender pay parity, but progress continues. As of April 2023, our mean gender pay gap decreased slightly to 22.4% (down 0.8% from 2022) and 55.8% of women received a bonus in the past year compared with 39.3% of men. Read more on our DE&I web page *here*.

Sponsoring the ISC

The lack of women in leadership positions can inhibit the ambition of others, perpetuating the problem. We work with ISC to host networking events around the world that empower women to grow personally and professionally through an industry specific network.

In June 2024, approximately 40 women from the sector attended a networking reception in New York, sponsored and co-hosted by Kennedys.

Gender and opportunity figures

36% female partnership *

37% female partnership in the UK *

26% female full equity partnership

55% of Partners promoted in 2023 were women

58% female senior lawyers **

64% of Senior Associates promoted in 2023 were women

66% female business services management

Global and based on average headcount (1st May 2023 - 30th April 2024), except where specified. Some figures have been restated.

** As of 1st May 2024*

*** Senior lawyers include senior lawyers (approximately eight years PQE), senior associates and legal directors.*

Inspire Inclusion: International Women's Day (IWD) 2024

We often speak about individual elements of DE&I, like gender, race, sexual identity or disability as though they are distinct things. Of course, those elements are not distinct. People's identities are a combination of factors (or 'intersectional identities').

The theme of IWD 2024 was 'Inspire Inclusion' and at Kennedys it was an opportunity to celebrate the intersectional identities and lived experiences of women across the globe. We wanted to make sure that women from all walks of life feel empowered and are included in the fight for gender equality. During this year's IWD, we invited people in all our offices to join us as we hosted or sponsored 20+ events and campaigns across the globe.

Inspired by an Olympian

Dame Kelly Holmes MBE is the former international athlete whose 12-year career saw her set multiple British records and claim double gold in the 800m and 1,500m at the 2004 Athens Olympics.

Dame Kelly joined Partner Claire Bushen at the latest Women in Business series to share inspirational personal stories of how determination and resilience helped her to overcome adversity. She discussed the challenges that come with intersectionality, performing in high pressure environments, the importance of wellbeing and gaining freedom in being your authentic self.

200+

in attendance at this year's **Women in Business** event at Kennedys

Shatter silence, enable success

We sponsored this hybrid IWD/Dive-in event with guest speaker Dr Sam Collins, who has dedicated her life to empowering women all over the world. Sam led a panel conversation about how our industry enables success, continues to break down gender barriers, and shatters silence on inappropriate behaviour. The event was streamed to our offices globally while staff in London were able to attend in person.

IWD roundtable in Miami

Partner, Anna Weiss, joined other industry-leading women as a guest speaker at the IWD event of global insurance broker BMS. The roundtable discussion explored cultural differences and looked specifically at the question of how we do business across geographies.

Hiking in Hong Kong

Colleagues from our office in Hong Kong were invited by AIG's Hong Kong Women Intelligence Group to join its IWD event, which combined a leisure hike with food and drink.

Ireland's 8km cliff walk

Our employees, led by Partner Joanne Sullivan, took part in Ireland's 8km cliff walk and helped raise €1,740 for Women's Aid.

> "It was a brilliant afternoon in a stunning setting and was hugely enjoyed by everyone that took part. The resounding feedback from all participants was that people would like this to be an annual event and that next year they will not wear their pristine white trainers (now very muddy)!"

Joanne O'Sullivan, Partner

Race and ethnicity

Overall, the racial and ethnic diversity of the legal profession is improving. **Yet we know there's still a long way to go.**

Holistic global data is scarce. But across the countries in which we operate, and as these examples from the UK and US[5,6] demonstrate, progress is often slow and inconsistent. Some groups (e.g. Latino lawyers in the US) continue to face notable disparities.

Even though ethnic diversity is improving at junior levels of the legal profession, the same can't yet be said for senior positions. **We're working to change that.**

Improving awareness with iCAN

Last year, we published our UK Race Action Plan, a three year framework of commitments and actions to create meaningful change. In 2024, we launched a crucial partnership with the UK's Insurance Cultural Awareness Network (iCAN) to help us embed our plan into everyday operations.

iCAN is an industry-wide, independent, volunteer-run network which supports multicultural inclusion across the insurance sector by engaging allies and celebrating the benefits of inclusion and diversity in the industry. As a Gold sponsor, we support a wide range of iCAN's ongoing and newly launched initiatives for 2024.

These include:

- Kennedys vacancies on iCAN Apply Jobs Board: All our vacancies are shared on the job board, giving iCAN members greater access to opportunities within the insurance industry. Advertising our legal and non-legal roles more broadly via this partnership helps meet our recruitment aims of hiring diverse talent. It also creates a culture of inclusion that encourages retention.
- Membership of iCANConnect: The safe space network's regular sessions are open to all DE&I network leads and Heads of DE&I across the insurance sector.
- Coffee with the CEO series: At Kennedys and in other organisations, CEOs invite 10-12 participants for coffee and an empowering conversation.
- A range of virtual and in-person events for the 5,000+ members based in the UK and internationally.

" We are proud to support iCAN and look forward to working together to drive greater multicultural inclusion and representation in the insurance sector. We believe that iCAN's wide range of initiatives will not only support our internal networks and existing champions but help us promote multicultural awareness at Kennedys. "

Marianne Blattès, Senior Diversity, Equity and Inclusion Manager

" Our partnership with iCAN is essential to Kennedys' commitment to multicultural inclusion in the insurance sector. "

Avinder Sidhu, Partner

5. Solicitors Regulation Authority
6. Reuters

Other ways we're working towards our plan

Mentors become mentees

In a traditional mentoring relationship, the mentor supports the mentee. In reciprocal mentoring, both parties take on both roles. This helps to drive inclusion and raise awareness of differing experiences, ensuring all of our talent, regardless of race, ethnicity or heritage, thrives at Kennedys.

Our reciprocal mentoring scheme aims to foster mutually beneficial relationships between more junior colleagues (the mentors) from ethnically diverse backgrounds and more senior colleagues (the mentees). During a number of one-to-one mentoring sessions over a nine-month period, mentors and mentees have meaningful conversations on topics including, but not limited to, inclusion, allyship, career development, race and ethnicity in the legal profession, microaggressions, and discrimination.

For the first edition of this programme we had 18 mentoring pairs working together. We're currently reviewing results of the first cohort and reviewing feedback from participants ahead of the launch of cohort two.

> "The conversations with my mentor were really eye opening. It massively changed my perspective on many things."

Mentee (senior colleague)

> "I wasn't sure what to expect, but I have experienced a lot of personal growth. It was good to be in a safe space having frank and honest conversations."

Mentee (junior colleague)

Anti-racism workshops

We want to support our leaders to better identify racial inequalities and equip them to proactively challenge non-inclusive behaviours in the workplace. That's why we've rolled out anti-racism and race fluency training as a key part of our Race Action Plan, underpinning our DE&I strategy and aligning with our efforts to drive a culture of speaking up and calling out inappropriate behaviours.

What started as a pilot workshop with partners has now been extended to all leaders across the UK and the US. Since 2022, over 100 partners and senior leaders have attended our race fluency workshops.

> "Excellent, eye opening and with a focus on awareness and learning rather than seeking to criticise or embarrass where there is unconscious bias. Made for excellent discussion."

Partner

Understanding employee experiences

Wellbeing is a combination of health, happiness, and fulfilment that we all understand and strive for, but it's precise makeup is different for each of us. Research shows that employees belonging to traditional minority groups can face greater struggles around workplace wellbeing. That's why we'll review the results of our wellbeing focus groups with a race and ethnicity lens to develop solutions specific to our people's personal experiences.

Employees can also raise views through our Employee Discussion Forums, hosted once a month. To encourage responses and protect individuals in a supportive way, they can share thoughts in a range of ways, including an anonymised form, or via speaking to their team representative.

Engaging with the wider community

In the next few years, our work towards race and ethnicity will also include further actions such as:

- Briefing suppliers on our DE&I objectives and expectations
- Developing pro bono support for organisations that address racial inequality
- Collaborating with clients and partners on racial inclusion through more joint initiatives, such as our partnership with iCAN.

LGBTQIA+

Continuing the conversation...

For Pride 2023, and as part of our ongoing 'Let's Start the Conversation' series, Kennedys and the Rainbow Network wanted to focus on the issues that are front of mind for the LGBTQIA+ community.

We hosted a thought-provoking discussion with Karen Peskett-Hall, Kennedys Chief Transformation Officer, Ben Gilbey, Kennedys' Recruitment Advisor and Rainbow Network Chair, and Marie-Helene Tyack, AGCS' Global Inclusion, Diversity & Belonging Business Partner.

Together, they explored:

- The need for psychological safety in the workplace
- The importance of LGBTQIA+ community and allies being vocal (as change requires action)
- Pride and the value of everyone sharing their stories, good and bad.

Out, proud and moving up! Kennedys partnership with LINK

The legal and insurance sectors haven't always been places where LGBTQIA+ professionals have felt comfortable or confident in bringing their authentic selves to work. That has particularly been the case for those in more junior roles who have sought to progress through the ranks.

We appreciate those who have already blazed a trail and shown the way. At a number of LINK (the LGBTQIA+ Insurance Network) events we have hosted over the past year, junior professionals were able to hear the stories of LGBTQIA+ senior leaders from across the insurance industry who have achieved success while being their authentic selves.

Working families

Successful returners

We know that extended periods away from work affect confidence, and that women are affected more than men.[7] Our Successful Returners programme seeks to address this. Since 2023, 97% of women who have taken maternity leave have signed up to the programme and received coaching to support and guide them before, during and after their leave.

Going further, this year we are training our HR Business Partners so that they can coach the supervisors of maternity returners. The aim is for those managers to be better equipped to hold effective conversations with their people and support returners to ensure a positive employee experience.

90% of participants scored the programme 9 out of 10. The initiative has helped to ensure that taking time to raise a family doesn't have to dent career confidence and progression.

"I can't believe how much the sessions helped me. Before the coaching I was thinking 'I don't think I am going to be able to do this (manage work and home)' but by putting all the practical and mindset changes into place I am actually doing it and it feels like somehow the impossible has become possible!"

Senior Associate

Parents and Carers Together

It doesn't matter whether the person you're caring for is a child or adult, the impact on your life, the demands on your time, and the potential effects on your physical and mental health can be equally profound.

That's why we established the PACT (Parents and Carers Together) network, which supports our people who are carers (for anyone). Although only recently launched, the network is designed to create a forum for sharing experiences and discussing positive strategies to manage caring responsibilities alongside work.

Later in 2024, we will host a formal launch with an in-person and live streamed event aimed at getting more people involved.

Updated family leave offerings

As part of our commitment to providing an inclusive work environment for all, we reviewed and refreshed our family leave offerings. We recognise the importance of supporting those on their journey to parenthood or those with caring responsibilities, and the need to offer competitive and considerate leave opportunities for those involved. We made enhancements to policies where local policies or statutory provisions were not considered sufficient.

The updates listed below, in conjunction with our additional inclusive workplace policies, helps us foster a culture that allows all working parents to feel proud and supported during their time at Kennedys.

- In the UK, we have increased maternity and adoption pay entitlements and shared parental leave pay entitlements to 26 weeks full pay after 26 weeks service. This is the same for primary caregiver parental pay in Australia. Employees in Ireland are now also entitled to 26 weeks full pay after one year of service.
- Previously paternity leave, our new co-parent leave offers employees in UK & Ireland four weeks' full pay from the first day of employment, and removes gender-specific wording to be more inclusive of all families. In Australia, employees who are secondary caregivers are entitled to four weeks at full pay after six months of service.
- We have introduced paid pregnancy loss leave and paid fertility treatment leave in a rolling 12 month period for all genders, covering 71% of employees.
- In the US, we have increased maternity-related disability pay to eight weeks full pay after six months service, and introduced an additional eight weeks full pay bonding leave after six months service for all genders.

7. People Management

Disability and neurodiversity

We want to be champions of disability awareness and inclusion. So far, we have focused our efforts on raising awareness around disability and neurodiversity, recognising all the benefits colleagues can bring to an organisation and its people. Throughout the past year, we've been working to better understand the needs of our neurodivergent colleagues and help managers to better support them.

Partnering with GAIN

Kennedys is a partner of the Group for Autism, Insurance, Investment and Neurodiversity (GAIN). GAIN is supporting our efforts to become a neuroinclusive workplace. In June 2023, we hosted a GAIN-members event 'Let's Talk - Transitions and Changes', which looked at the differences in the way everyone handles transitions from the relatively small (e.g. a switch to hotdesking) to the large (e.g. a team restructuring or promotion). Led by a panel of experts, the event gave attendees strategies for coping with and navigating changes and transitions in the workplace.

> "Having a husband who is neurodiverse and who struggled with the lack of understanding by some employers, I am delighted that GAIN is highlighting the huge positives that neurodiverse individuals can bring to the workplace, such as strong attention to detail and creative thinking. Neurodiversity should be seen as an asset not a liability."
>
> **Rachel Moore**, Partner

160

Supervisors trained in **disability and neurodiversity awareness**

Training with Neurobox

In 2023, Neurobox, the neurodiversity and disability specialist, supported us with disability and neurodiversity awareness training across the UK and Ireland. The training included how to navigate and support common conditions in the workplace, explored the language used around disability, and examined the importance of workplace adjustments. All participants have access to one-to-one consultation sessions with Neurobox to discuss and receive guidance on how best to support disabled and/or neurodivergent team members.

Our Mansfield disability inclusion commitments

Mansfield is a certification process designed to ensure all talent at participating law firms has a fair and equal opportunity to advance into leadership.

Through its Disability Inclusion Commitments, to which we have signed up in the UK and US, Mansfield seeks to increase opportunities for team members with disabilities, ensuring no one is disadvantaged in their pursuit of progression. Part of the commitment is to attend monthly knowledge-sharing calls with Diversity Lab leaders and other DE&I professionals in the industry.

Members of our Responsible Business and HR teams attend these calls to further their education on disability inclusion matters, and to exchange ideas with other industry professionals.

By adopting the Mansfield framework, we ensure we take an inclusive, structured and data-driven approach to leadership advancement.

DANDI Network

We recently set up the Disability and Neurodivergence Discussion and Impact (DANDI) Network in the UK. 12 members have joined the network for neurodivergent employees, employees with disabilities, employees facing chronic illnesses or conditions, and allies, which aims to provide support and advocate for the interests of the group.

We will be looking to officially launch and grow the group in the coming year.

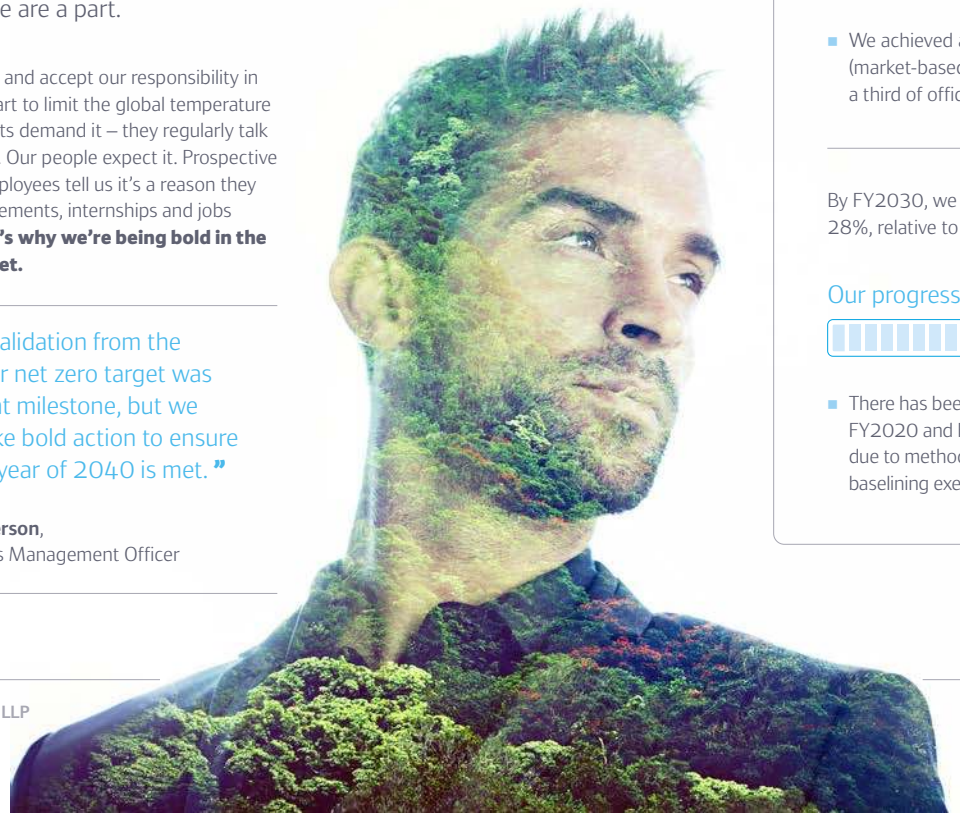
Goal 13:
Climate action

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.

We recognise and accept our responsibility in playing our part to limit the global temperature rise. Our clients demand it – they regularly talk to us about it. Our people expect it. Prospective Kennedys employees tell us it's a reason they apply for placements, internships and jobs with us. **That's why we're being bold in the targets we set.**

"Gaining validation from the SBTi for our net zero target was a significant milestone, but we need to take bold action to ensure our target year of 2040 is met."

Andrew Alderson,
Chief Facilities Management Officer



Our commitment: Reach net zero greenhouse gas (GHG) emissions across our value chain by FY2040.

By FY2030, we will reduce our absolute Scope 1 and 2 emissions by 70% from a FY2020 base year.

Our progress: **On track**

37%

- We achieved a 26% reduction in Scope 1 and 2 emissions (market-based) between FY2020 and FY2024, driven by over a third of offices globally procuring renewable energy.

By FY2030, we will reduce our absolute Scope 3 emissions by 28%, relative to a FY2020 base year.

Our progress: **Awaiting recalculation**

- There has been a 17% increase in Scope 3 emissions between FY2020 and FY2024. However, the comparison is not like-for-like due to methodology improvements. We intend to carry out a re-baselining exercise to enable accurate evaluation moving forward.

By FY2040, we will reduce our absolute Scope 1, 2 and 3 emissions by 90% relative to a FY2020 base year.

Our progress: **New for FY2024**

- Our net zero have been validated by the SBTi. We will reduce our absolute emissions by 90% and are exploring ways to develop a credible carbon removal strategy to tackle any residual emissions (approximately 10%).
- We will continue to develop our Sustainable Procurement Roadmap to help us create a socially and economically diverse supply chain that enables us to meet our net zero target.

Our science-based net zero target

In 2022, our near-term science-based targets were approved by the SBTi. This year, we received validation from SBTi for our net zero emissions target in line with the Net Zero Corporate Standard.

We join over 6,000 other organisations with SBTi-approved targets, driving powerful corporate action in line with climate science to limit global temperature rise to 1.5°C.

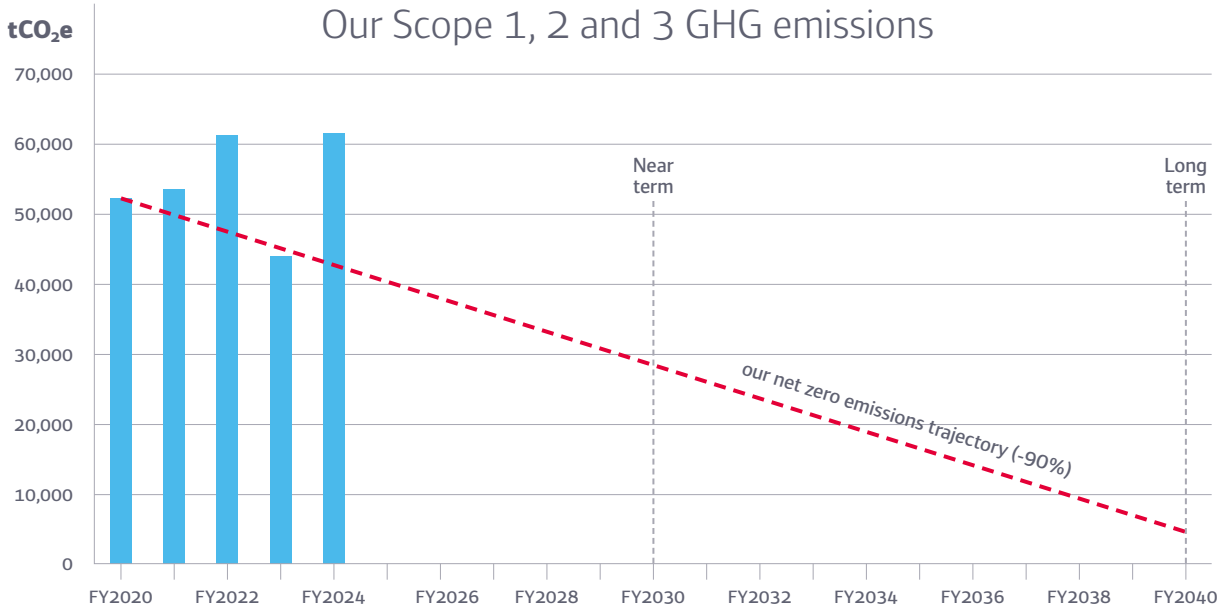
As a law firm with a global footprint, we have a responsibility to play our part in limiting climate change.

" SBTi validation is a pivotal moment in Kennedys' sustainability journey. Our targets are the foundation for action, and will underpin many of our initiatives moving forward. It's a proud moment to have them formally approved. "

Olivia Furssedonn,
Sustainability & Environmental Manager

In alignment with SBTi and the Greenhouse Gas (GHG) Protocol, we calculate and publish our carbon footprint annually. This includes Scopes 1 and 2, and the following Scope 3 categories:

- Purchased goods and services
- Capital goods
- Fuel and energy-related activities
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Upstream leased assets; and
- Franchises



NET ZERO TARGET: Reach net zero GHG emissions across the value chain by FY2040.

NEAR-TERM TARGET: Reduce absolute Scope 1 and 2 GHG emissions 70% by FY2030 from a FY2020 base year, and absolute Scope 3 GHG emissions 28% by FY2030 from a FY2020 base year.

LONG-TERM TARGET: Reduce absolute Scope 1, 2 and 3 GHG emissions 90% by FY2040 from a FY2020 base year.

Progress towards targets

Since FY2020, our Scope 1 emissions have increased by 16%, yet our Scope 2 (market-based) emissions have decreased by 44%. This is a 26% reduction overall, driven by the procurement of renewable electricity across operations in the UK & Europe.

To meet a 70% reduction in Scope 1 and 2 emissions by FY2030, we aim to procure all energy by renewable means by 2030 to significantly reduce our Scope 2 emissions (i.e. those resulting from the generation of purchased or acquired electricity and heat).

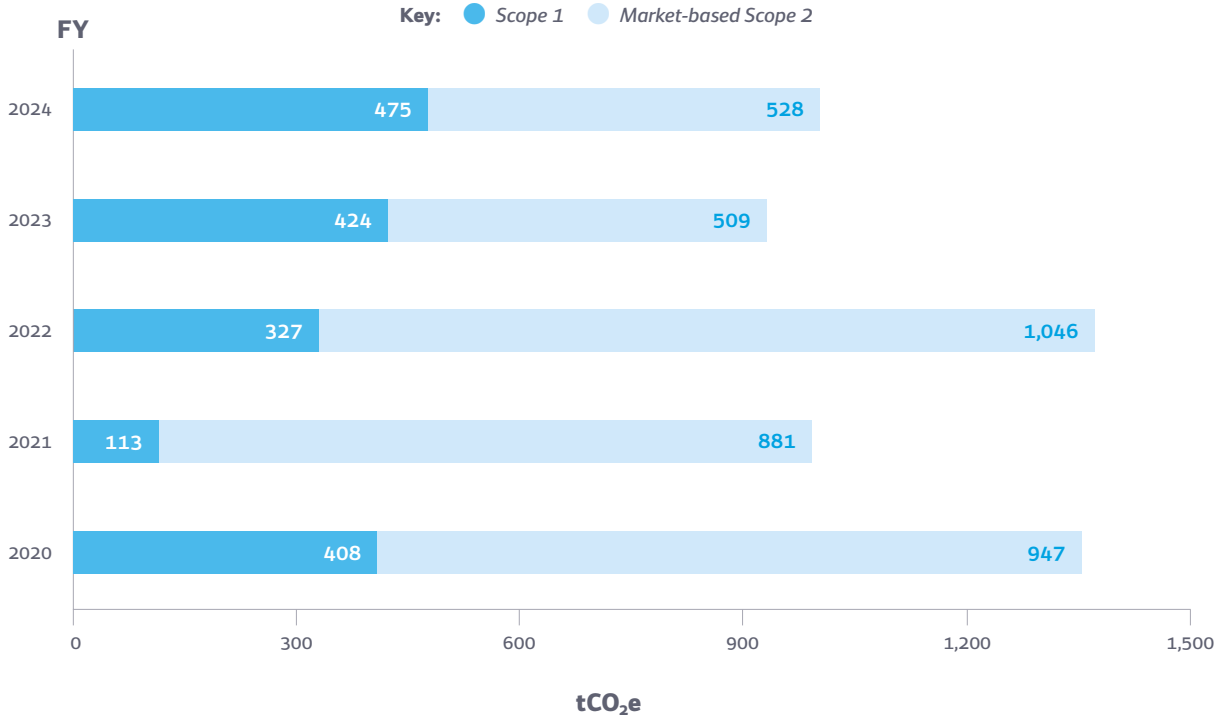
39.5%

(17) of offices procured renewable energy in FY2024, compared to 23.9% (11) in FY2023.

Emissions from our leased vehicle fleet make up 40% of our Scope 1 emissions. To address this, we have determined that, as of 1 May 2024, partners will no longer be provided with cars. Existing leases will be allowed to run their course.

As 90% of vehicles are within the UK, the scheme will primarily be phased out there. In FY2025 we will hold discussions with those impacted by the scheme outside the UK.

Scope 1 and 2 GHG emissions (Gross)



Increasing energy efficiency

We are integrating energy efficient and renewable energy measures into management protocols and ensuring environmental considerations are factored into the lease of new premises.

In 2024, we integrated environmental criteria into the 'office checklist' protocol used by the Head of Facilities Projects during the acquisition of new office space.

Key considerations include:

- Building accreditations
- Available waste streams; and
- The possibility of procuring renewable electricity to ensure new office space is suitably aligned to Kennedys' near and long-term sustainability targets.

In April 2024, we supported a new building-wide initiative to reduce heating, ventilation and air conditioning (HVAC) hours at our largest and most energy-intensive office, 20 Fenchurch Street, London. The operating hours of the HVAC have been reduced by an hour each day to reduce energy consumption during off-peak hours.

69%

of UK offices hold ISO 14001:2015 certifications. This covers 91% of our UK (and 58% of our global) headcount. We are developing a policy to ensure similarly high standards across all our global offices.

Hong Kong awarded platinum for being green

Kennedys in Hong Kong remains a signatory to the Green Performance Pledge Scheme. This is an initiative designed to support sustainable development of rental offices.

For the second consecutive year, the office achieved a platinum rating for its performance. Of particular note was the office's waste performance, achieving a 61% diversion rate against an overall peer average of 32%.

Realising the opportunities for energy saving

ESOS is a mandatory energy assessment scheme for large UK businesses. Any organisation that meets the qualifying criteria must carry out an ESOS assessment every four years. Following the successful completion of the third ESOS compliance period in FY2024, we have been reviewing the recommendations from our audits and creating an action plan for implementation.

Key recommendations included:

- Public holiday scheduling: To update building management system schedules so that public holidays are treated like weekends.
- Dynamic stacking based on occupancy: To review occupancy and sub-metering data to confirm high and low occupancy periods and areas, and zone flexible workspaces to support energy reduction.
- Server room setpoint reduction: To change the setpoint to reflect the higher operating temperature acceptable to modern server rooms and data centres.

While the ESOS recommendations are directly applicable to our UK premises, we recognise their universal nature, and we'll be looking to extrapolate out the recommendations to our global offices.

Scope 3 in focus

Scope 3 emissions have increased by 19% since FY2020, and 41% since FY2023. Purchased Goods and Services (PG&S) still make up the majority of our Scope 3 emissions (86%), with Capital Goods (4%), Business Travel (4%) and Employee Commuting (4%) identified as additional hotspots.

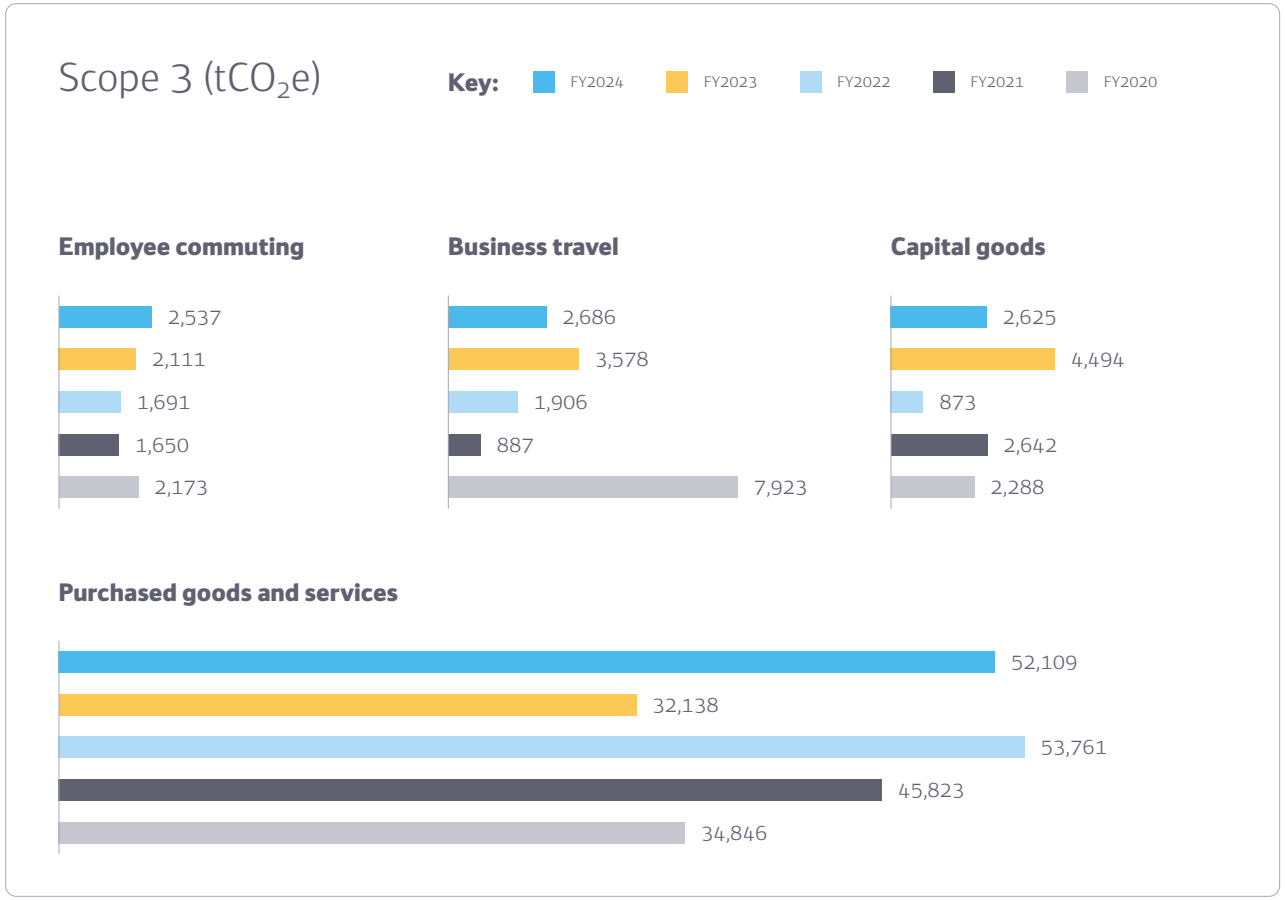
However, a direct comparison of our Scope 3 GHG emissions between years is not feasible, due to significant methodological adjustments applied to improve the accuracy of our calculations.

Our full GHG emissions inventory, including additional Scope 3 categories, can be found on page 55.

Updating our approach

We have updated our methodology approach, including supplier-specific data where possible and adopted updated spend-based emission factors to support the precision of our carbon accounting. This update is a material change for Kennedys and we intend to re-baseline for reporting period FY2025 to enable like-for-like, year-on-year emissions comparisons to ensure we are meeting our near and long-term targets.

We are also seeking new systems to improve the validity and ease of GHG data collection. For example, in FY2025, we will appoint a global travel platform provider to enable us to calculate business travel emissions using a distance-based method, as opposed to spend-based. In FY2024, supplier-specific emissions factors were created and applied for 4% of total PG&S spend, and achieved a 34% (~1,000 tCO_2e) reduction compared to a spend-based approach.



Our recent progress, at a glance

48% reduction in Scope 1 & 2 emissions per employee against an FY2020 baseline

39.5% (17) of offices procuring 100% renewable energy in FY2024

Launched the Greener Litigation toolkit to adapt how we deliver legal services

16% reduction in Scope 3 emissions per employee against an FY2020 baseline

61,501 tCO2e Our total carbon emissions for FY2024

66% reduction in absolute business travel related emissions against an FY2020 baseline

Net zero target **validated by SBTi**

£12,000 donated to The Canopy Project to plant 15,666 mangrove trees in the Sundarbans, India

Environment was the highest scoring category in our 2024 EcoVadis submission.

Sponsoring SMEs with Heart of the City

Heart of the City believes that it's not only large organisations that can be a force for climate good; small and medium enterprises (SMEs) can be too.

At Kennedys, approximately 98% of our total GHG emissions are derived from our wider value chain. If we want to reduce our environmental impact, it's important that we educate suppliers on our net zero ambition.

We recognise that decarbonising can present unique challenges for SMEs and therefore we have invited trusted SMEs from our supply chain to take part in the 'Climate for SMEs: 4 Steps to Action' programme, which is administered by Heart of the City. Kennedys will be funding 80% of the cost of the programme for the 10 participating businesses.

The programme is designed to help SMEs on their journey to net zero in four easy steps:

- Demystifying the world of net zero
- Building a business case for it
- Measuring their carbon footprints
- Developing a net zero action plan.

Fighting rising tides with trees

Trees are one of the simplest, most effective ways of removing CO_2 from the atmosphere. They help prevent erosion, create habitat for animals, improve soil health and promote native fauna. Yet every year, the planet loses about 18 million acres of them.

The Canopy Project works with global partners to reforest areas in dire need of rehabilitation. Once again this year, we have supported their work by pledging £5 to The Canopy Project for every hour of volunteering completed by our people (to a maximum of £12,000).

Our people collectively volunteered over 5,000 hours, enabling us to donate the maximum £12,000 (USD$15,166).

Our donation has funded the planting of approximately 15,166 trees at our chosen project, mangroves in The Sundarbans, India. The mangrove tree species being planted act as a natural defence against severe weather impacts, with the roots and trunks helping to substantially lower tidal currents.

Educating for more than sustainability 'awareness'

The need for climate action is acute. So, therefore, is the need to go beyond climate 'awareness'. That's why climate education at Kennedys aims to foster deep knowledge, so our lawyers understand the real-world impacts of the climate challenges we face and how they connect to their legal work.

All employees have access to **our Responsible Business Learning Hub** that hosts SDG 13: Climate Action training. Modules include **'the causes and effects of climate change'**, **'limiting global temperature rise to 1.5˚C'**, and **'becoming net zero'**.

Launching the Greener Litigation toolkit

A claimant has issued proceedings in the Commercial Court in London. To prove their case, the legal team wants to gather evidence from four witnesses, but they are spread around the globe. The team sends two files of documents to each witness, couriering them to locations in Scotland, Hong Kong and the US. Then, a partner, associates and a trainee fly to each location to conduct interviews. They travel (and return) separately and all require hotel accommodation.

This example, used by Greener Litigation, demonstrates the ease with which the environmental impact of litigation can escalate. It's why we are a founding signatory of the Greener Litigation Pledge and sit on its steering committee.

Greener Litigation is an industry-led initiative to reduce the environmental impact of dispute resolution. Last year's Responsible Business report featured our development of the Greener Litigation toolkit, designed to help members of the legal profession implement sustainable practices through each stage of litigation. This year we launched the toolkit which, while designed for England and Wales, can be used as guidance in all other jurisdictions. By including illustrative examples like the one above – and with the carbon impact of each calculated by sustainability consultants Planet Mark – the toolkit demonstrates the significant carbon savings that can be achieved through adapting the traditional ways we deliver legal services.

By offering insights into how members of the legal profession can adopt more sustainable practices, we can help to inspire and enable change, ensuring environmental considerations are woven into the fabric of litigation practice.

" Kennedys is proud to be a founding member of this important toolkit. Our commitment to offering innovative solutions while reducing the global carbon footprint means **we are not afraid to bring new ideas to the table beyond the traditional realm of legal services**. The Greener Litigation toolkit is an excellent example of that, helping the legal profession come together, lead the way and make a positive difference. "

Ben Aram, Global Head of Corporate and Commercial and Responsible Business Sponsor

Guide to climate change in the insurance and reinsurance industry

Kennedys, in association with Thomson Reuters Practical Law, has produced a guide that sets out key considerations for the insurance and reinsurance industry in relation to climate change.

It explains the financial impact of climate change on the industry, the main regulatory obligations on insurers, and the key risks and changes that are occurring in different lines of business.

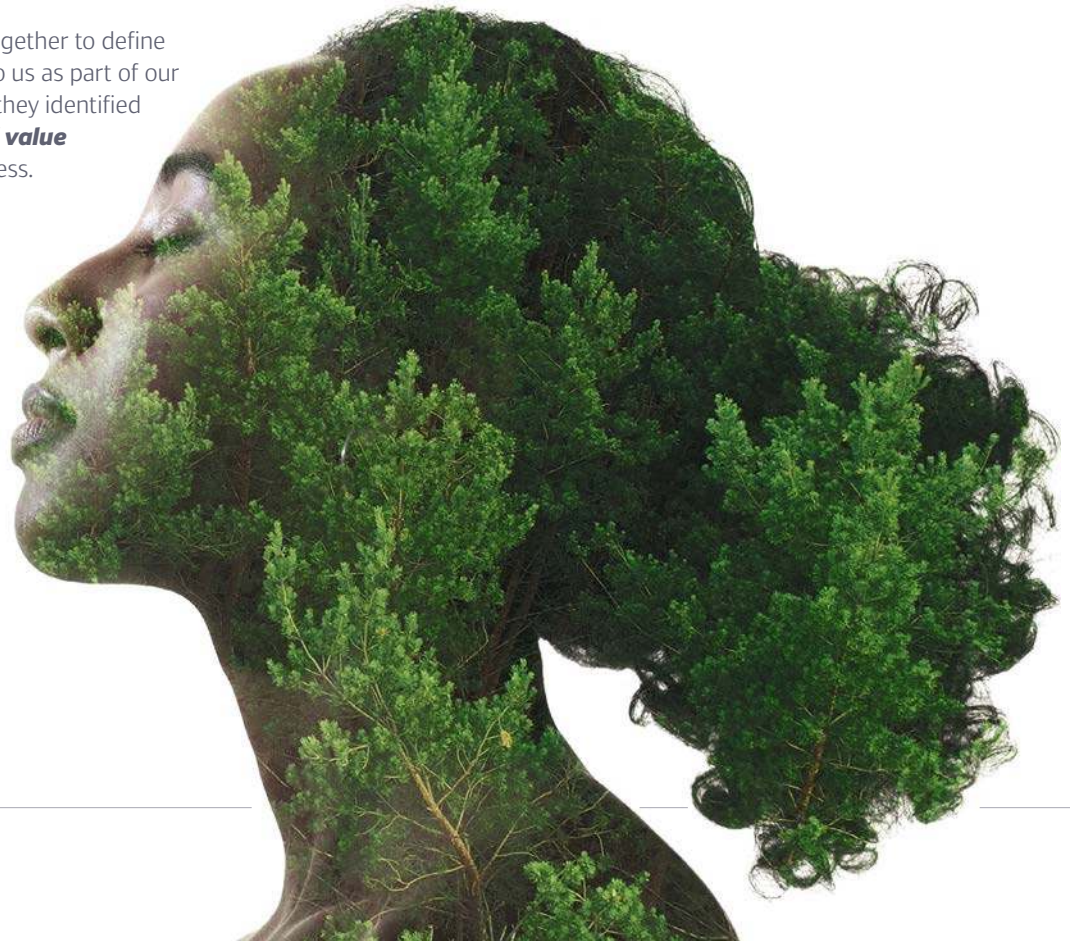
" The Climate Guide arms insurers and brokers with information to **help evaluate and protect against climate-related risks** facing their own businesses as well as those of their clients. "

Fran Shaw, Senior Associate

Goal 16:
Peace, justice and strong institutions

When our stakeholders came together to define the topics that mattered most to us as part of our double materiality assessment, they identified ***'pro bono services and social value creation'*** as critical to our success.

Put simply, *'social value'* is the impact we have on society. It's about ensuring that **the communities of which we are a part benefit from our presence**.



Our commitment: Develop a co-ordinated, targeted and impactful pro bono programme.

By 2030, we will provide impactful pro bono support to at least 600 individuals, charities or social enterprises globally.

Our progress: **New for FY2024**

- We are working on a global pro bono plan to ensure our lawyers can develop their professional skills by increasing access to justice and positively impacting communities..

By 2030, we will increase employee participation in community impact and pro bono initiatives by 30% globally.

Our progress: **New for FY2024**

- In FY2024, our people dedicated over 5,000 hours to volunteer projects that were important to them. Our simplified volunteering process will enable more people to give their time and make impact.

Helping people thrive

Across our offices, **our people are united in their dedication to create meaningful impact**. Through volunteering and pro bono work, they are making a difference to people and communities globally.

Each year, more of our colleagues want to get involved, and we wanted to harness that spirit of generosity and collaboration and ensure they are empowered to support their local communities.

Thrive Together is our updated social impact programme that aims to amplify the meaningful impact our people are already having on the communities where they live and work. Powered by a growing global network of Thrive action groups, we are putting in place more tools and resources to help them create positive change through local initiatives.

We will embed the programme through three pillars designed to:

- Encourage employees to actively participate in volunteering initiatives within their local communities
- Launch targeted initiatives to promote economic growth and enhance employment opportunities within under-resourced communities
- Develop a global pro bono programme that supports the firm's priority UN SDGs.

In the past year, over 500 volunteers were actively involved in initiatives across our global offices, supporting charities, community groups and social enterprises.

Already, we have established Thrive action groups in Ireland, Kerala, Latin America, the UK, and the US. Each group champions activities in their own region, while collaborating on global initiatives.

> **"** Why ***'Thrive Together'***?
> Because we wanted more than a social impact programme. We wanted a call to action ."
>
> **Michelle Blythe**,
> Senior Social Impact Manager

Pro bono

We are a signatory to the UK's Collaborative Plan for Pro Bono, which includes **a commitment to aspire to provide 25 hours of pro bono per lawyer per year**. Yet our pro bono work extends far beyond the UK and addresses a range of SDGs.

Creating insurance products to tackle climate change

Last year, in partnership with The Chancery Lane Project (TCLP), our our lawyers were involved in creating two new insurance products to help tackle climate change:

- Seb and Abby's Clause provides cover for climate-related injury and/or property damage in commercial insurance policies.
- Connor's Clause is a new condition of cover requiring insured parties to put in place a robust net-zero transition plan prior to the inception of cover for climate-related liability claims.

This year, our work on the TCLP project earned a 'highly commended' ranking in the Innovative Lawyers in Sustainability & ESG category at the FT Innovative Lawyers Awards Europe 2024.

> "Our strong performance demonstrates our continued commitment to innovating across the legal industry and reinforces our status as the top insurance law firm for innovation."
>
> **Richard West**, Partner and Global Head of Client Innovation

Kennedys in Callao District boxing club's corner

Being part of a boxing club brings many more benefits than physical fitness. Alonso Barreda, Legal Director in our office in Lima, knew that for young people in his community, being part of a club could instil a sense of belonging and discipline. It could build resilience and transform lives.

That's why he has championed a pro bono project (in support of a local NGO) to set up a no-cost local boxing gym for young people. Thanks to the passion and dedication of local supporters, pop-up sessions in parks and squares in Callao District are now attended by 50-60 young people three times a week.

Our pro bono support is ensuring the club can access the tax benefits that will allow it to scale and provide young people with the proper gym facilities and quality equipment they need.

> "I'll take care of the legal stuff, which is the biggest hurdle; you focus on the impact and the boxing. Don't beat a sweat on legal challenges and hurdles."
>
> **Alonso Barreda**, Legal Director

Tackling climate change and biodiversity loss with regenerative farming innovation

The world is facing an unprecedented convergence of environmental crises. As highlighted in our 'Global Forecast 2024: Evolving insurance risks report', biodiversity loss is emerging as a parallel challenge to climate risk. Our global food system is making both crises worse. That's why we partnered with environmental consultancy Bright Tide as a founding partner of the Regenerative Farming Accelerator (RFA).

The RFA aims to support regenerative farming ventures (both on land and in the ocean) to build and develop their impact organisations by facilitating direct connections with the private sector.

Kennedys former Senior Partner, Nick Thomas, joined MPs, lords, investors, policy experts, lawyers, financiers and farming groups at the launch of the eight-week Accelerator.

Speakers explored the interconnectedness of land and ocean ecosystems, whilst Nick discussed the role of law and insurance in creating a regenerative future.

Throughout the programme, we provided 75 hours of free advice to the cohort of 20 visionary ventures from around the world. This included technical and advisory support to increase business development, as well as workshops to navigate risk management and insurance challenges.

To mark the conclusion of the latest programme, we co-hosted a showcase event in London where 15 participants took to the stage to pitch their impactful solutions focused on regenerative agriculture practices for land and sea. Read more about our work with the programme *here*.

"It's been a privilege for Kennedys to be involved in this Accelerator. Kennedys is a global law firm that helps business and insurers identify and deal with risks. We have a passion for environmental sustainability, and it's of particular importance to our insurer clients who know how much ecology and climate change impact on their bottom line. Our role in the Accelerator has been to help bridge the gap between these amazing agri-tech businesses and the insurance world. It has already helped start conversations about opportunities for insurers to better support innovation in agriculture, and help address a global problem."

Emily Clift, Legal Director

10

lawyers participated in the accelerator

75

hours free advice provided

9

ventures hosted for a morning roundtable in our office in London

260

hours donated coordinating events

Solving canal complexities

The Bradley Canal Restoration Society (BCRS) is working to restore and reopen a one-mile stretch of historic canal in the UK's West Midlands, once the heart of the Industrial Revolution.

Our pro bono work for BCRS, which was recently incorporated as a charity, involves our trainees and apprentices working with trustees to develop policies that support the setting up of its governance structure.

Supporting local communities

There are many ways an organisation and its people can make a difference. Yet often, it's the (relatively) small and local things that enable people to feel as though they are making a real contribution. Do enough of those things, and they can add up to community action on a global scale.

5,000+

volunteering hours in FY2024

Restoring wetlands in Colombia

The world's wetlands are a vital part of its ecosystem. They help mitigate the effects of storms and floods. They protect against erosion and stabilise shorelines, and act as a buffer against drought.

In Columbia, more than half of our people in our Bogota office spent April's Earth Day at the Bogotá Wetlands Foundation. The organisation was founded to work with companies to protect and restore wetlands in and around Bogotá. Our volunteers supported that mission by planting native species while learning about these important ecosystems.

Recipes for Life

Women's Inclusive Team (WIT) is an organisation that supports disadvantaged women from diverse backgrounds in Tower Hamlets and neighbouring boroughs in London.

WIT provides a wide range of services, including guidance, empowerment, reintegration into education services and community connections – all actions that support women's access to decent work (among other SDGs).

Rachel Durant is an Associate from our office in Leeds and our affiliate member of The Insurance Industry Charitable Foundation. In April, she joined Safia Jama MBE and the staff, volunteers and service users of WIT to celebrate Eid and the launch of WIT's new book "Recipes for Life".

> "It was an inspirational day which reinforced that learning new skills improves self-confidence and promotes personal wellbeing."

Rachel Durant, Senior Associate

Empowering legal professionals

In early 2023, and in collaboration with external partners, we established Spilka (the Ukrainian word for 'community'), which aims to support displaced legal professionals in the wake of the ongoing Ukraine conflict.

To date, the Spilka network helped over 350 displaced Ukrainian lawyers to develop their careers in the UK. We have continued our efforts by partnering with the University of Law on a bespoke programme that provides practical tools for members to help them continue their professional growth. Activities include access to educational resources, English language practice, networking events, and legal training with our partners.

> "In creating Spilka, our mission is to empower and support displaced legal professionals by providing them with a sense of belonging, valuable guidance and an opportunity to enhance their English language skills. Through our interactions, we aim to restore hope and prepare these talented individuals for a successful return to their legal careers in the future."

Alexandra Rodina, Partner

Making time for young people

Every young person deserves a safe, happy childhood. One where they can make friends, get an education, feel good about themselves, and plan their future. In the UK, The Children's Society (TCS) works to make that a reality for every young person, and Kennedys is helping.

Our fundraisers have included the annual summer challenge, team building, and bake sales, as well as direct donations from the firm, and eight employees supporting TCS as their chosen charity when they ran the London Marathon.

Now, we're taking our support a stage further.

Launching Newham hub

TCS is preparing for the launch of a new hub in autumn 2024 and 175 young people, their parents, and professionals have already benefited from the support of our volunteers. In 2024, we:

- Funded one-to-one drop-in support sessions covering issues such as anxiety coping tools, teaching strategies, and how parents communicate with their children.
- Distributed 37 wellbeing boxes, packed by our Political and Financial Lines team, among the young people we're already working with.
- Provided the hub with new equipment, including a sound speaker system.

TCS is now working to replicate the hub model across the UK, and we aspire to continue supporting their important work.

£100,000

Raised since 2023

This is equivalent to the cost of two full-time youth and wellbeing practitioners at a TCS hub, each of whom can see up to 500 young people per year.

Building the foundations of economic growth

Many communities in Latin America face challenges in accessing housing. One in five people live in settlements and lack basic services like water. It's a problem driven by poverty and natural disasters and, while data varies, there's no doubt that millions are affected.

TECHO is a nonprofit organisation that mobilises youth volunteers to fight extreme poverty in Latin America. It also partners with corporations to build houses in response to the housing deficit and give families the solid foundation from which they can grow.

Led by Monica Tocarruncho Mantilla, Partner and Social Impact Sponsor for LATAM, we are working with the TECHO team to build houses for local families living in poverty in Chile, Mexico, Peru and Colombia. Around 35 volunteers took part in the building activity, which took place over three weekends.

> " Supporting TECHO will bring myself, colleagues and local communities together. We can make a real difference with our resources and skills thanks to this project. Along with colleagues in Chile, Colombia, Mexico, and Peru, we're proud to be making an impact in the communities where we live and work. "
>
> **Monica Mantilla**, Partner

Going global with our charity fortnight

Fostering a sense of connection is even more important when your team is global. Different time zones, different cultures and different local practices can, at times, make it easy to feel disconnected to colleagues across borders.

From Chelmsford to Miami, Hong Kong to Sydney, our finance team have tackled this head on with their global charity fortnight. Pioneering our Thrive Together mission, the finance team worked to achieve a global ambition through their local initiatives. Choosing to tackle the rising challenge of urban food insecurity, each office sourced their own local charity to support and coordinated their own event.

From assisting local foodbanks to sort and distribute donations, to hosting a 'Bread Run' to help feed Hong Kong, and racing across the city to rescue surplus food, over 85 volunteers across all teams contributed over £2,000 in direct funding and donations. With positive feedback from colleagues and organisations, our other global teams are inspired to support local communities through global collaboration.

> " I've always found that the best team building experiences are when teams come together to achieve something, whether that's in the day job or doing something else. Charity week is a way of us giving something back, but also for us to build new bonds in our teams and hopefully new bonds across teams as well. "
>
> **Jo Woods**, Chief Financial Officer

Developing Innovators of the Future

Kennedys IQ, the insurtech part of the firm, developed it's Future Innovators programme several years ago. It reflects the team's commitment to nurture the next generation of innovators in Kerala, the city in which they operate from, and is designed to help under-resourced students understand how innovative thinking can benefit their communities and the world.

This year, students from Government Tribal High School, Idinjar took part. New designs were developed to tackle real-life issues faced by the community, including designing solutions like alert systems for landslides and smart ways to save water. The programme ended with an event featuring pitches, presentations and awards that celebrate the students' hard work and determination.

Appendix /

Certifications and affiliations 54

ESG Data 55

Summary of our performance 69

Global Reporting Initiative (GRI) index 70

Key contacts 71

Certifications and affiliations

United Nations Global Compact	We have been signatories of the United Nations Global Compact since 2020. It is the world's largest corporate sustainability initiative, helping businesses advance the SDGs.
UK COLLABORATIVE PLAN FOR PRO BONO	We are one of 80 law firms participating in the UK's Collaborative Plan for Pro Bono, to develop the systems and infrastructure required to allow pro bono services to be effectively delivered to address unmet legal need.
SCIENCE BASED TARGETS	Our near and long term science-based emissions reduction targets have been approved by the SBTi. Our science-based net zero target by 2040 has also been verified by the SBTi.
ISO	ISO 14001: Environmental Management Systems ensures organisations take proactive measures to minimize their environmental footprint. Nine of our operational sites are ISO14001 certified, covering 58% of our headcount.
GREEN PERFORMANCE PLEDGE	The Green Performance Pledge Scheme is a performance-based landlord-tenant collaboration towards shared sustainability goals. Kennedys Hong Kong has signed the pledge and is working with landlords to achieve ESG goals.
ISO	ISO/IEC 27001 is an international standard for information security management systems (ISMS). Our ISMS conforms with ISO/IEC 27001 and covers 100% of our offices and 100% of our headcount.

The Chancery Lane Project	We are one of over 350 organisations participating in The Chancery Lane Project (TCLP), the largest global network of lawyers and business leaders using the power of climate contracting to deliver fast and fair decarbonisation.
LSA	We are a member of the Legal Sustainability Alliance (LSA), a collaborative network of lawyers providing advice, information, and resources to support the legal sector's transition to net zero working.
clean city awards scheme	The Clean City Awards Scheme (CCAS) helps to drive sustainable business in London. During FY2024, we were a member of the scheme and help to improve engagement around sustainability and the transition towards a plastic-free city.
BRONZE | Top 35% ecovadis Sustainability Rating MAY 2024	We achieved a bronze EcoVadis sustainability rating, which assesses 21 ESG indicators over four main themes: environment, labour and human rights, ethics, and sustainable procurement.
We are a Living Wage Employer	We are an accredited Living Wage Employer for all our people in the UK, which includes third party contractors such as cleaners and security staff.
The Law Society	As signatories of The Law Society's Women in Law Pledge, we are committed to promoting gender equality across the legal profession by breaking down prejudices, stereotypes, and biases. As a signatory, we're monitoring diversity data to improve transparency and enable more accurate reporting.

ISC THE INSURANCE SUPPER CLUB	We are an official sponsor of the ISC, a business community that provides personal, professional, and business development for women in insurance across the world.
MENOPAUSE	We join 2,500 other organisations in signing the Menopause Workplace Pledge to encourage the growing movement to support women through the menopause at work.
LEGAL CORE	We are a member of Legal CORE (Collaboration on Race and Ethnicity), a leadership-led, cross-firm collective which aims to tackle the underrepresentation of ethnic minority groups in the UK legal sector.
Insurance Industry Charitable Foundation Founding Affiliate Member	We are a founding Affiliate Board member of the Insurance Industry Charitable Foundation (IICF) UK and Associate Board member in the US. The IICF is an industry-led foundation that provides grants for charities and community groups across the UK and the US and creates campaigns that promote social mobility and equality in the insurance sector.
Mansfield Rule Boosting Diversity in Leadership	The Mansfield Rule aims to boost representation among historically underrepresented lawyers in law firm leadership. We are Mansfield 2023-24 certified in the UK and US.
ISO	ISO 9001-2015 BSI Certificate – the Quality Management System certification for the provision of legal services and associated products.

Total carbon emissions

GRI 305-1, 305-2, 305-3

Scope 1, 2 and 3 emissions (tCO2e)	FY2020 (Base Year)	FY2021	FY2022	FY2023	FY2024
Gross Scope 1 GHG Emissions	**408**	**113**	**327**	**424**	**475**
Gross location-based (LB) Scope 2 GHG emissions	**1,544**	**967**	**941**	**849**	**869**
Gross market-based (MB) Scope 2 GHG emissions	**947**	**881**	**1,046**	**509**	**528**
Gross Scope 3 GHG emissions	**50,765**	**52,469**	**59,823**	**42,978**	**60,498**
Purchased goods and services	34,846	45,823	53,761	32,138	52,109
Capital goods	2,288	2,642	873	4,494	2,625
Fuel and energy-related activities	321	233	386	269	269
Upstream transportation and distribution	641	163	188	111	121
Waste generated in operations	1,406	98	132	199	26
Business travel	7,923	887	1,906	3,578	2,686
Employee commuting	2,173	1,650	1,691	2,111	2,537
Upstream leased assets	1,161	968	881	76	122
Franchises	6	4	3	2	3
Total (LB) GHG emissions	**52,717**	**53,549**	**61,090**	**44,252**	**61,842**
Total (MB) GHG emissions	**52,120**	**53,463**	**61,196**	**43,912**	**61,501**

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 GHG Protocol and SBTi requirements.

We have restated emissions data in the table to the left due to rounding differences. We have also restated FY2020 emissions for purchased goods and services (Category 1), capital goods (Category 2), upstream transportation and distribution (Category 4) and business travel (Category 6). These updated figures reflect a recalculation of our baseline to account for inflation, as well as improvements in spend categorisations of the raw data. However, we will complete a comprehensive recalculation for our base year and intermediate years in FY25, 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 (tCO2e/FTE)	FY2020 (Base Year)	FY2021	FY2022	FY2023	FY2024
Scope 1 & 2 (MB)	0.67	0.46	0.64	0.4	0.35
Scope 3	25.07	24.52	27.85	18.41	21.18
Scope 1, 2 (MB) & 3	25.74	24.98	28.49	18.81	21.53
Employee number	**2,025**	**2,140**	**2,148**	**2,334**	**2,857**

Basis of preparation and notes: Employee numbers as of end of FY (1st May).

Energy consumption

GRI 302-1

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

Energy intensity

GRI 302-3

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

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 9001 - Quality Management	73	95	38	77
ISO 27001 - Information Security	100	100	100	100
ISO 14001 - Environmental Management	58	97	19	69

Basis of preparation and notes:

Based on average headcount (1st May 2023 - 30th April 2024).

Based on site list as of 30th April 2024.

Employees

GRI 2-7

	FY2023	FY2024
All employees	**2412**	**2629**
Female	1544	1666
Male	866	963
Not stated	2	0
Permanent	**2264**	**2484**
Female	1431	1561
Male	831	923
Not stated	2	0
Temporary (FTC)	**133**	**145**
Female	100	103
Male	32	42
Not stated	1	0
Local	**15**	**0**
Female	12	0
Male	3	0
Not stated	0	0

Employee hours

GRI 2-7

	FY2023	FY2024
Non-guaranteed hours	**27**	**47**
Female	17	27
Male	10	20
Not stated	0	0
Full-time	**2111**	**2303**
Female	1276	1381
Male	833	922
Not stated	2	0
Part-time	**274**	**279**
Female	251	256
Male	23	23
Not stated	0	0

Basis of preparation and notes:

Based on average headcount (1st May 2023 - 30th April 2024).

Employee hires

GRI 401-1

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

Basis of preparation and notes:

Based on hires within the FY period.

Rate of hire: Total hires for FY period and those in that group that left within the FY period.

Employee turnover

GRI 401-1

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

Basis of preparation and notes:

Turnover excludes involuntary leavers.

Leavers for the age/gender group divided by the average headcount for the age/gender group for FY period.

Partner diversity

GRI 401-3

%	FY2024
Female	34
30-50 years	57
Over 50 years	43
Ethnic minority	6
With disabilites	*
State school educated	63
Eligible for free school meals	12
From a professional background	63

Basis of preparation and notes:

No partners are less than 30 years old.

Figures based on respondents to the UK Equality and Diversity Questionnaire, which accounts for 77% of partners in the UK. 49% of all partners are based in the UK.

Figures based on those who answered "Yes" to "Do you consider yourself to have a disability?" in the UK Equality and Diversity Questionnaire.

Figures based on those who answered "State school" to "Which type of school did you attend for the most time between the ages of 11 and 16?" in the UK Equality and Diversity Questionnaire.

Figures based on those who answered "Yes" to "If you finished school after 1980, were you eligible for free school meals at any point during your school years?" in the UK Equality and Diversity Questionnaire.

Figures based on those who answered "Modern professional and traditional occupations; senior or junior managers or administrators" to "What was the occupation of your main household earner when you were about 14?" in the UK Equality and Diversity Questionnaire.

Based on average headcount (1st May 2023 - 30th April 2024).

* Figures are unreportable due to data confidentiality.

Gender diversity

GRI 2-7; 405-1

% female	FY2023	FY2024
Partner	33	34
Full equity partnership		26
Senior Lawyer	58	58
Mid-level Lawyer	64	66
Junior Lawyer	72	70
Business Services Management	65	66
Business Services Operational	65	62
All employees	**64**	**63**

Basis of preparation and notes:

Based on average headcount (1st May 2023 - 30th April 2024).

We have restated FY2023 gender diversity figures in this report. This is due to updated methodologies and data corrections.

Full equity partnership includes Equity A and Overseas A Partners. This was not calculated in 2023.

Employee groupings

Diversity figures are reported in six main employee groupings. See more information below:

Partner includes 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.

Gender pay gap

GRI 405-2

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

Basis of preparation and notes:

Our 2024 gender pay gap will be calculated and released April 2025. Partner Pay Gap (mean) and Partner Pay Gap (median) were not calculated in 2019, 2020 and 2021.

Age diversity

GRI 2-7; 405-1

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

Basis of preparation and notes:

Based on average headcount (1st May 2023 - 30th April 2024).

Full equity partnership includes Equity A and Overseas A Partners. This was not calculated in 2023.

UK ethnicity diversity

GRI 405-1

% ethnic minority	FY2023	FY2024
Partner	5	6
Senior Lawyer	6	7
Mid-level Lawyer	14	14
Junior Lawyer	18	19
Business Services Management	17	18
Business Services Operational	18	19
All employees	**13**	**14**

Basis of preparation and notes:

Figures represent voluntary respondents of our UK Equality & Diversity questionnaire, accounting for 72% of UK headcount and 38% global headcount.

Average taken between 1st May 2023 and 30th April 2024.

We have restated FY2023 UK ethnicity diversity figures in this report. This is due to updated methodologies and data corrections.

UK disability diversity

GRI 405-1

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

Basis of preparation and notes:

Figures represent voluntary respondents of our UK Equality & Diversity questionnaire, accounting for 72% of UK headcount and 38% global headcount.

Average taken between 1st May 2023 and 30th April 2024.

We have restated FY2023 UK disability diversity figures in this report. This is due to updated methodologies and data corrections.

* Figures are unreportable due to data confidentiality.

Parental leave

GRI 401-3

	FY2023	FY2024
Entitled	**2412**	**2629**
Female	1544	1666
Male	866	963
Not stated	2	0
Taken	**139**	**147**
Female	113	118
Male	26	29
Return to work rate (%)		
Female	100	97
Male	100	100
Retention rate (%)		
Female	95	92
Male	81	100

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).

No 'not stated' took leave in 2023 or 2024.

Leave start or end dates between 1st May 2023 and 30th April 2024.

Training and career

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

	FY2023	FY2024
Average training (hours)	**17**	**22**
Anti-bribery training (%)		**57**
Performance reviews (%)	**100**	**100**
Female	100	100
Male	100	100
Objectives submitted (%)		**63**
Business services		74
Fee earners		51

Basis of preparation and notes:

The anti-bribery training refers to an anti-bribery refresher course launched in May to all global employees (with the the exception of those on long-term sick, maternity leave, or those that joined on or after 1st November 2023, on the condition that they have already completed the anti-bribery course as part of their onboarding/new joiner training).

Anti-bribery training (%) and Objectives submitted (%) not calculated for FY2023.

Volunteering

	FY2023	FY2024
Goal 3: Good health and wellbeing	697	1,153
Goal 4: Quality education	1,047	1,361
Goal 10: Reduced inequalities	1,440	1,748
Goal 13: Climate action	456	804
Goal 16: Peace, justice and strong institutions	390	689
Total volunteering (hours)	**4,030**	**5,755**

Basis of preparation and notes:

We will report volunteer hours to support Goal 8: Decent work and economic growth in future reports.

Summary of our performance

SDG	Commitment	Target	Status	Progress	Commentary
3 GOOD HEALTH AND WELL-BEING	**Support the health and wellbeing of our people.**	By 2025, we will launch our Wellbeing Champions programme globally and will have trained 100 Mental Health First Aiders.	On track	**67%**	This year, we launched our Wellbeing Champions programme in the UK, where 67 individuals trained as Mental Health First Aiders. After completing our Your Voice listening exercise, we will determine priority regions to implement our Wellbeing Champions programme by the end of 2025.
8 DECENT WORK AND ECONOMIC GROWTH	**Promote fulfilling employment, economic independence and better access to the legal profession.**	By 2030, we will assist at least 2,000 under-resourced individuals to enter fulfulling employment through outreach activities.	*New for FY2024*		We have developed and launched our social mobility pipeline strategy aimed at attracting, recruiting and retaining diverse talent.
		By 2026, 100% of our employees globally earn a living wage.	On track	**Over 95%**	As of April 2024, over 95% of our employees globally earn a living wage. We will continue to review our areas of improvement to meet our target.
10 REDUCED INEQUALITIES	**Reduce inequality across our firm, creating equal opportunities for all.**	By 2030, we aim to have a 40% female partnership globally.	On track	**90%**	In 2024, we achieved 36% female partnership globally, improving one percentage point compared to 2023. We are on track to meet our target but will continue to closely monitor our progress and work with our networks to ensure our support and policies are helping to drive change, provide equal opportunities and address any challenges.
		Each year, we aim for 10% of those promoted to partnership in the UK to come from ethnic minority backgrounds.	On track	**60% ***	We have achieved this target for the past two years, but have fallen short this year. We are focusing our efforts on curating diverse lists of partnership candidates to ensure we get back on track. However, we are pleased that overall ethnic minority representation in the partnership has improved by two percentage points in the UK from 4.5% in 2022 to 6.5% in 2024.
13 CLIMATE ACTION	**Reach net zero greenhouse gas emissions across our value chain by 2040.**	By FY2030, we will reduce our absolute Scope 1 and 2 emissions by 70% from a FY2020 base year.	On track	**37%**	We achieved a 26% reduction in Scope 1 and 2 emissions between FY2020 and FY2024, driven by over a third of offices globally procuring renewable energy.
		By FY2030, we will reduce our absolute Scope 3 emissions by 28%, relative to a FY2020 base year.	Awaiting recalculation		There has been a 17% increase in Scope 3 between FY2020 and FY2024. However, the comparison is not like-for-like due to methodology improvements. We intend to carry out a re-baselining exercise to enable accurate evaluation moving forward.
		By FY2040, we will reduce our absolute Scope 1, 2 and 3 emissions by 90% relative to a FY2020 base year.	*New for FY2024*		We will reduce our absolute emissions by 90% and are exploring ways to develop a credible carbon removal strategy to tackle any residual emissions (approximately 10%).
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Develop a co-ordinated, targeted and impactful pro bono programme.**	By 2030, we will provide impactful pro bono support to at least 600 individuals, charities or social enterprises globally.	*New for FY2024*		We are working on a global pro bono plan to ensure our lawyers can develop their professional skills by increasing access to justice and positively impacting communities.
		By 2030, we will increase employee participation in community impact and pro bono initiatives by 30% globally.	*New for FY2024*		In FY2024, our people dedicated over 5,000 hours to volunteer projects that were important to them. Our simplified volunteering process will enable more people to give their time and make impact.

** Achieved in two of three consecutive years*

Global Reporting Initiative (GRI) index

Kennedys Law LLP has reported the information cited in this GRI content index for the period 1st May 2023 - 30th April 2024 with reference to the GRI Standards.

GRI Standard	Disclosure	Page Number(s)
GRI 2: General Disclosures 2021	2-1 Organizational details	7
	2-3 Reporting period, frequency, and contact point	1,71
	2-4 Restatements of information	15, 55, 61-65
	2-6 Activities, value chain and other business relationships	7
	2-7 Employees	59, 62, 63
	2-9 Governance structure and composition	9
	2-11 Chair of the highest governance body	9
	2-12 Role of the highest governance body in overseeing the management of impacts	9
	2-13 Delegation of responsibility for managing impacts	9
	2-20 Process to determine remuneration	28
	2-22 Statement on sustainable development strategy	4
	2-23 Policy commitments	4, 10-11, 15, 33,
	2-24 Embedding policy commitments	16, 21, 30, 38, 46
	2-26 Mechanisms for seeking advice and raising concerns	27-28
	2-28 Membership associations	54
	2-29 Approach to stakeholder engagement	14, 27-29

GRI Standard	Disclosure	Page Number(s)
GRI 3: Disclosures on material topics	3-1 Process to determine material topics	14
	3-2 List of material topics	14
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	67
GRI 302: Energy 2016	302-1 Energy consumption within the organization	57
GRI 302: Energy 2016	302-3 Energy Intensity	57
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	55
	305-2 Energy indirect (Scope 2) GHG emissions	55
	305-3 Other indirect (Scope 3) GHG emissions	55
	305-4 GHG emissions intensity	56
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	60
	401-3 Parental leave	66
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	17
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	67
	404-2 Programs for upgrading employee skills and transition assistance programs	29
	404-3 Percentage of employees receiving regular performance and career development reviews	67
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	61-65
	405-2 Ratio of basic salary and remuneration of women to men	62

Key contacts

Ben Aram
Partner and Responsible Business Sponsor
e ben.aram@kennedyslaw.com

Kate Hursthouse
Head of Responsible Business
e kate.hursthouse@kennedyslaw.com

Kennedys

Kennedys

KennedysLaw

Kennedys is a global law firm operating as a group of entities owned, controlled or operated by way of joint venture with Kennedys Law LLP.
For more information about Kennedys' global legal business please see kennedyslaw.com/regulatory

kennedyslaw.com/who-we-are/responsible-business