

micelmores

An aerial photograph of a rugged coastline. The water is a deep, vibrant blue, contrasting with the dark, jagged rocks that form the shoreline. A small, brightly colored boat is visible in the water, adding a point of interest to the vast, natural landscape.

Impact Report 2025

Navigating change
for a positive future

Contents

Introduction

- 3 Welcome from Tim Richards, Managing Partner
- 4 About Michelmores
- 5 Our values



Environmental impact

- 7 Impact at Michelmores
- 9 Measuring our impact with Planet Mark
- 13 Our net zero transition



Social Impact

- 20 Inclusion & belonging
- 27 Charity, community & volunteering
- 28 Wellbeing
- 31 Pro bono



Governance

- 33 Our governance framework



Sustainable Economy

- 36 Our role in creating a sustainable economy
- 37 Creating impact through partnership



Goals for 2025/26



Key Performance Indicators



Key contacts

- 48 Key impact contacts



Welcome

Operating as a sustainable and responsible business is fundamental to everything that we do at Michelmores. As a firm, we are committed to achieving long-term economic growth that creates and protects value for our people, clients and communities – this commitment is underpinned by our strategy, **Destination 2030**.

We are living in an increasingly unpredictable global economic, political and environmental landscape, where change is constant. Our clients are experiencing complex challenges, along with emerging opportunities. From our Responsible Business programme, focusing on our environmental impact

work, through to our Sustainable Economy practice where we are supporting clients on their own low carbon transition, we are amplifying the positive impact we can have.

The purpose of this report is to share our progress in making a positive impact to date, our areas of focus and our goals moving forward. The launch of this report coincides with the validation of our net zero targets by SBTi, which we set in December 2024. Our journey to net zero began in 2022 when we partnered with Planet Mark and began to measure our carbon emissions. We now have a clear and ambitious target to reach net zero by 2040. We want to be an exemplar for what is possible for business to achieve. We also want to thoroughly understand what measures need to be taken to become net zero, so that we can provide even better insight to our clients.

You can read more detail about our net zero journey in the following pages.

I am proud of the Firm's responsible business and sustainable economy achievements to date, but as a firm, we recognise that there is much more work to be done. Michelmores is committed to setting challenging targets and continuously refreshing and improving our approach to achieve a more sustainable, and equitable future for all.

Thank you for your interest in our Impact Report. We value your feedback, so please do get in touch if you have any questions or ideas on any aspect of our approach to sustainability.



Tim Richards
Managing Partner
tim.richards@michelmores.com

About Michelmores

Our collaborative, creative and commercial people focus on our clients' next steps, starting with today's challenges, but growing success and impact for tomorrow.

4 locations



Turnover

(FY 24/25)

£57m



50% women on our Board

560 people

51% of our Partners are women



Destination 2030

Our **Destination 2030** strategy is all about change. We are focused on helping our clients to navigate the relentless change in today's unpredictable economic, political and environmental landscape, to find a more positive future.

The three pillars of our Destination 2030 strategy outline the positive impact we want to create for our clients, our people, and the communities in which we operate – and beyond.



Differentiation of Delivery

Provide a more distinct and **improved service** to our clients.



Culture of Choice

Become an even better place to work for our people, with an **inclusive culture** that attracts and retains top talent.



Significance of Impact

Deliver positive **environmental** and **social impact** together, as a business and in partnership with our clients and communities.

Our values

Our values are integral to how we interact with colleagues and clients, everyday. We believe that positive values will be the driver to achieving our strategic goals and creating positive impact for clients, colleagues and the communities in which we operate. Our three values are **Collaborative, Creative and Commercial**:

Collaborative

Teamwork is vital to us. We foster a supportive and collegiate working environment and we're well known for being flexible and inclusive at all levels.

Commercial

Driving success for our clients and for our colleagues is what we exist for. We are hardworking, ambitious and driven, and ready to take on big challenges.

Creative

We know that a fresh, growth-mindset often provides better outcomes than accepted wisdom. We are part of an agile business, designed to enable us to respond to opportunities and be innovative.



Values in Action

Our values have been developed by our people, and we call them our Values in Action. Hear what some of our people have to say about what our values mean at Michelmores.





● Environmental impact

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We recognise that we have an important role in reducing our impact on the environment, and making a meaningful contribution to creating a fairer, more equitable society.

Ian Holyoak, Responsible Business Lead

Impact at Michelmores

As we have progressed on our impact journey, we have started to view our activity through two distinct, but interlinked lenses: Responsible Business and Sustainable Economy.

Responsible Business

Our Responsible Business work centres on the overall impact that we have on our people, the environment, and our communities and is a core part of our strategy, **Destination 2030**.

We strive to act as a responsible business, by reducing our impact on the environment, building social capital and supporting diverse and equitable communities.



Sustainable Economy

In partnership with our clients, we are focused on helping to shape a better world through our legal expertise and advice, and through pro bono work. We might be one business, but by ensuring that our clients are equipped to navigate the challenges and opportunities of the ESG landscape, together we will amplify our collective impact.

You can read more about our work supporting the sustainable economy on pages 35-40 of this report.



UN SDGs

Through our work with Planet Mark and our wider responsible business activities, we have identified 11 Sustainable Development Goals (SDGs) that we are actively supporting to progress our sustainability objectives. The SDGs listed below are those where we currently make the most direct and material contribution.



Goal 5: Achieve gender equality and empower all women and girls



Goal 6: Ensure availability and sustainable management of water and sanitation for all



Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all



Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation



Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable



Goal 12: Ensure sustainable consumption and production patterns



Goal 13: Take urgent action to combat climate change and its impacts



Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development



Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Measuring our emissions with Planet Mark

At Michelmores, we have long been committed to creating positive impact in the communities in which we operate.

As the impacts of climate change have come to the fore, we recognise that we have an important role in reducing the impact that we have on the environment, and making a meaningful contribution to creating a fairer, more equitable society. In April 2022 we began our journey to formally measure and benchmark our emissions and wider environmental impact.

Before this time, the Firm had several measures in place to reduce our impact on the environment. However, we recognised that it was essential to formally measure and externally certify our emissions and social impact initiatives, to evaluate our progress going forward. This work is led by our Responsible Business Committee, and our Board. Since working with Planet Mark, we have also used our certified data to contribute to our annual Streamlined Energy Carbon Reporting (**SECR**).

In May 2022 we received our emissions data for Scopes 1 and 2 (and partial Scope 3), from which we have been able to improve our understanding of our emissions, as well our data quality in our collection and recording processes.

Partnering with Planet Mark

A key reason for choosing to partner with Planet Mark is their strong emphasis on engaging team members and ensuring everyone is involved in the journey.

In October 2022, we hosted our first Colleague Energisers. These events provided an opportunity for our people to deepen their understanding of the challenges related to climate change, gain insight into the Firm's environmental impact, and explore how their everyday actions play a role in driving our progress. It has been inspiring to see positive and collaborative thinking around practical steps we have taken to reduce energy use, minimise waste, and cut down on business travel.

Building on the success of our first Energisers, we hosted a second series in 2023, focusing on Social Value. With support from Planet Mark, we've been able to quantify our social impact by applying the Themes, Outcomes & Measures framework (**TOMs**), assigning a monetary value to the contributions we make through various initiatives. Much of this work feels like business as usual – it's deeply embedded in our culture and part of our everyday efforts – but having the ability to measure and recognise its value allows us to better appreciate the positive difference we make and to channel our efforts where they can have the greatest impact.



*Our Planet Mark reporting year runs from 1 May to 30 April.

*Our financial year runs from 1 May to 30 April.

About Planet Mark

Planet Mark is an internationally recognised sustainability certification which recognises continuous progress, encourages action, and builds an empowered community of like-minded individuals who are making a positive environmental and social impact within their communities and beyond.

Planet Mark guides businesses in understanding their carbon emissions and supports them on their journey to net zero.

Through the Planet Mark framework, measure, engage, communicate, data analysts and engagement specialists work together to help businesses to reduce carbon emissions and meet net zero targets.

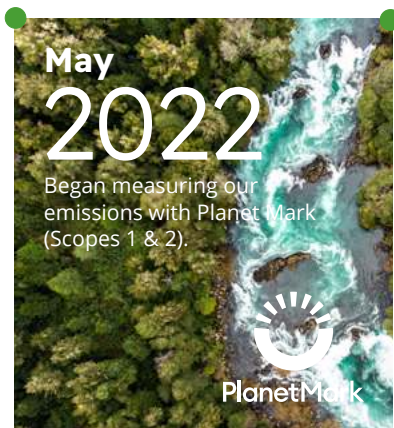
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After 3-years of consecutive Planet Mark Business Certification, I am delighted to see Michelmores set out on a net zero journey. This journey starts in understanding the carbon emissions associated with business operations and sets a baseline from which the company can make its plans to decarbonise. Setting robust and ambitious net zero targets and the credible transition plans to achieve them demonstrates Michelmores' commitment to climate action. This is exciting and transformational work that embeds net zero in all that you do and is a strong sign of intent for your teams, clients, suppliers and the wider business community. I am proud that Planet Mark is supporting you on such an important sustainability programme.



Steve Malkin
Planet Mark Founder

Planet Mark timeline



June
2022

Achieved Planet Mark Certification.

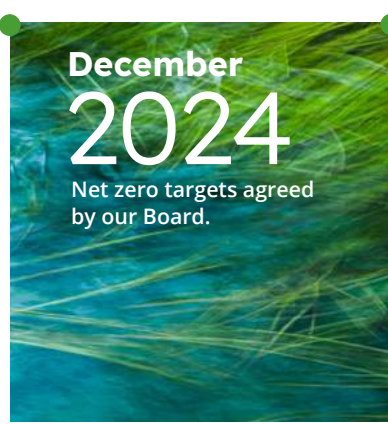
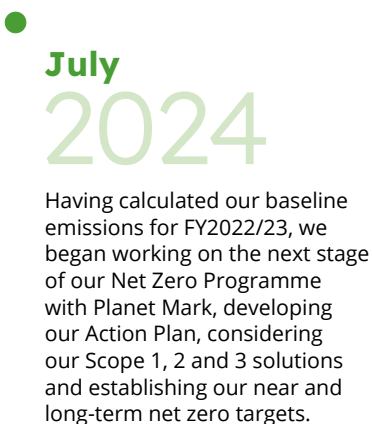
July
2023

Achieved a **12.9%** absolute reduction in measured location-based carbon emissions (Scopes 1, 2 and partial 3) for our Year 2 reporting.



July
2024

Achieved a **17.6%** absolute reduction in measured market based emissions (Scopes 1 and 2) for our Year 3 reporting.



May
2025

Upgraded to Planet Mark's Net Zero Committed membership, reflecting alignment of our continued certification with our progress towards net zero.



October
2025

Achieved a **14.3%** reduction in full scope emissions compared with our 2023 baseline, for our Year 4 reporting.

Please note that for our Year 3 certification Planet Mark updated its methodology to default to market-based emissions reporting. This is in order to more accurately reflect members' utilisation of renewable energy contracts. In addition, certification criteria was updated so that it was reliant on a minimum reduction in Scope 1 emissions only (as opposed to all measured emissions).

Michelmores was proud to have advised Planet Mark on its acquisition by Alcumus, in October 2023. Alcumus is an international organisation, headquartered in Wales and owned by the APAX Group. Alcumus provides organisations of all sizes an integrated approach to managing Health, Safety and ESG across industries, locations, contractor and supplier networks.

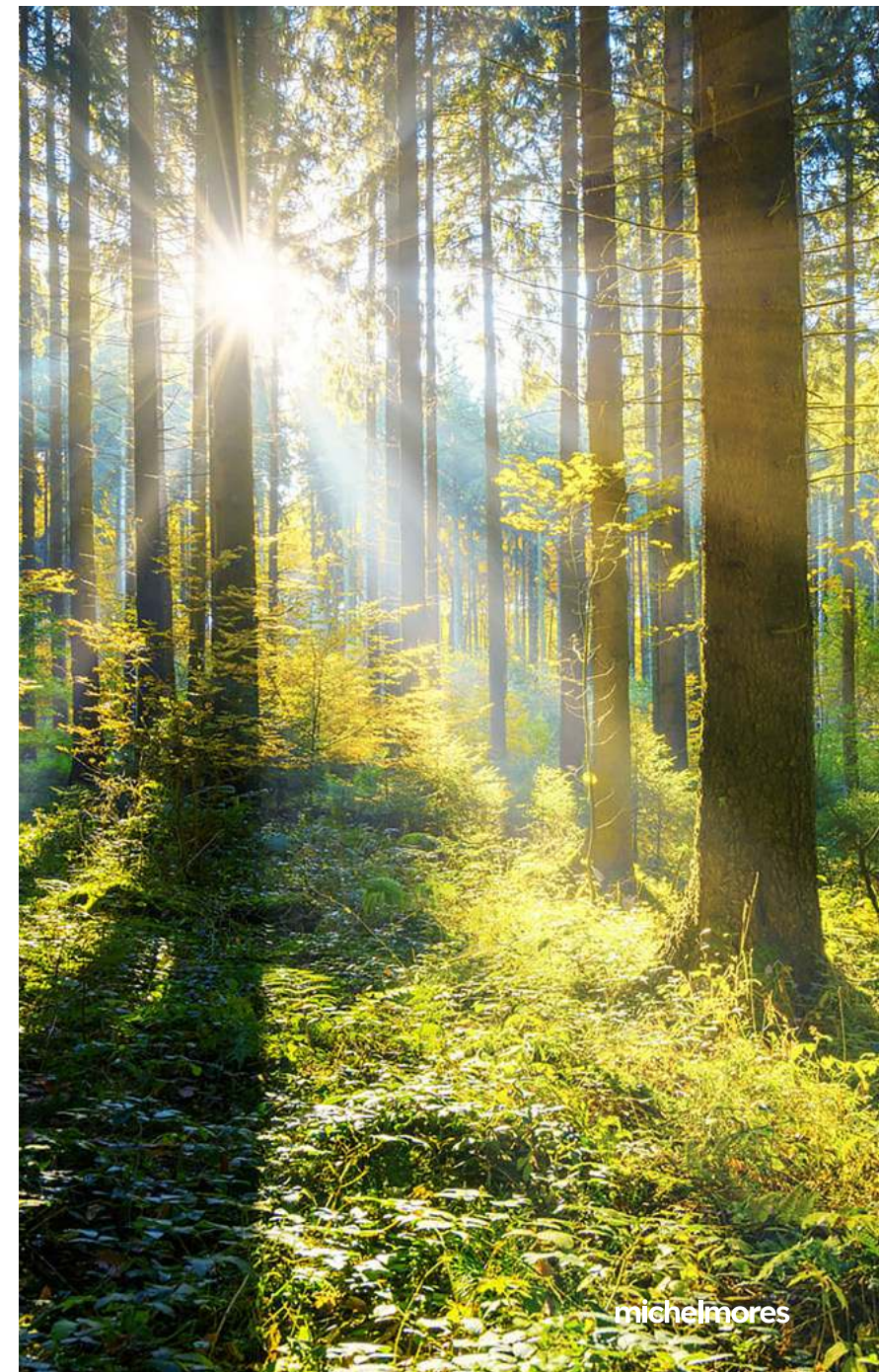
For the past decade, Planet Mark has been working with its members, including Michelmores, to enable meaningful change, creating a more sustainable and equitable world. With Alcumus' experience, resource and technology, the organisation will be able to significantly expand its offering at a key stage in its growth journey.

Planet Mark's sustainability expertise is set to become an integral part of Alcumus' comprehensive portfolio, including net zero. This partnership will amplify the impact both organisations can make in driving transformation and sustainability across the businesses they serve.

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Through our existing work with Michelmores we knew how seriously they are taking their own sustainability journey, and were delighted with the comprehensive support they gave us not only finding a new home to grow our business with, but also how well they collaborated with the wider advisory team.

Lilly Miller, Chief Financial Officer
Planet Mark



michelmores

Our net zero transition

Our transition to net zero will be driven by our Net Zero Transition Plan, developed in collaboration with Planet Mark. With their support, we have set our net zero and near-term targets, and we are proud to have achieved validation status by the Science Based Targets initiative (SBTi) Corporate Net Zero Standard in June 2025.

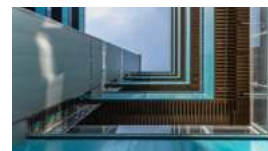
To deliver these net zero targets, we will be working to ensure all available carbon reduction opportunities and initiatives are embedded into our business processes and operations.

We recognise that achieving net zero by the end of 2040 is incredibly ambitious, and ahead of UK legislation. We are steadfast in our commitment to limit global warming to 1.5°C and recognise the level of investment, resource and process change that will be required as we work towards this target.

Our targets

Michelmores is committed to achieving net zero Greenhouse Gas (GHG) emissions across the entire value chain by 2040 from a baseline year of 2023. This commitment is further supported by near term targets:

Reduce absolute Scope 1 and 2 emissions by **50%** by



Reduce absolute Scope 3 emissions by **50%** by

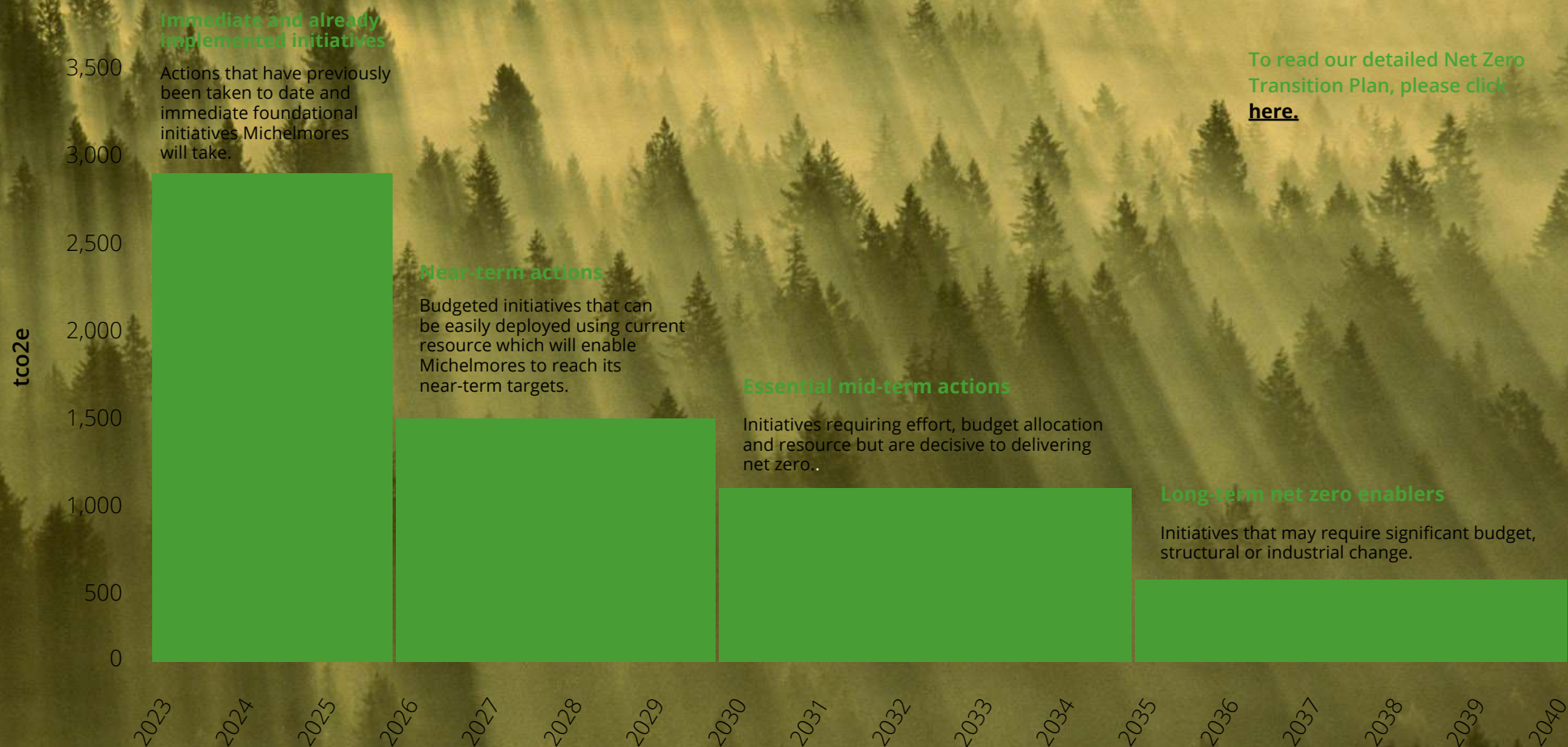


Net zero will be achieved by reducing absolute Scope 1, 2 and 3 emissions by at least **90%** by



In April 2022 we began to formally measure and benchmark our emissions and wider environmental impact with Planet Mark. This data has shaped our Net Zero Transition Plan.

Net zero - how are we going to get there?



Our journey to net zero

We recognise that we have a role to play in addressing the climate crisis – not just through how we operate, but also through the example we set. Our journey to net zero has been guided by a commitment to transparency, data-driven action, and meaningful change.

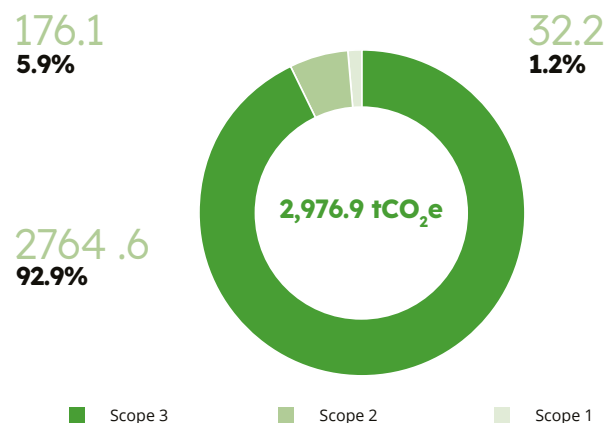
Building our baseline

In April 2022 we started work alongside Planet Mark, to capture our Scope 1 and 2 emissions data, as well as some key categories of Scope 3 — focusing on operational emissions such as energy use in our offices and business travel. Achieving our first certification with Planet Mark enabled us to confidently share our data and gave us clarity on our immediate impact — but we knew it was only part of the full picture.

Full Scope 3 analysis

In early 2024, and after achieving our second year of certification with Planet Mark, with a 12.9% absolute reduction in our location-based emissions, we extended our data analysis to include our full Scope 3 emissions. This involved a detailed review of all material categories, including purchased goods and services and our employee commuting data. This review revealed that 93% of our total carbon footprint sits within Scope 3, reinforcing the need for a Firm-wide response.

2023 baseline data - total Scopes 1,2 & 3 carbon footprint.
(market-based) for YE 2023, tCO₂e



From insight to action – laying the foundations of our Net Zero Transition Plan

With a full view of our emissions profile, we have moved into the next stage of our net zero journey – to turn the data and insights that we hold, into a robust plan. Our net zero targets (to reduce absolute Scope 1 and 2 emissions by 50% by 2030 and to reduce absolute Scope 3 emissions by 50% by 2030) mark a significant milestone for the Firm. We want to be an exemplar for what is possible for businesses to achieve, as well as thoroughly understand what measures need to be taken to become net zero, in order to provide even better insights for our clients.





Reducing Scope 3 emissions: key focus areas

Our emissions data has highlighted three priority areas within Scope 3 which will be central to our transition plan. These priority areas are where we believe we have the opportunity to make the most significant reductions to our environmental impact.

1. Purchased goods and services

This is our largest emissions category – reflecting the environmental footprint of the suppliers and services we require to run our business.



Priority actions:

- Understand and assess the carbon impact of our suppliers.
- Work with vendors who share our sustainability values.
- Embed environmental criteria into our procurement processes.
- Raise awareness internally about the hidden environmental costs in day-to-day purchasing.

2. Colleague commuting

Our hybrid approach to working has significantly changed commuting patterns, but this still represents a meaningful portion of our emissions.

Priority actions:

- Continue collecting data to understand commuting habits more accurately.
- Explore sustainable commuting initiatives and incentives.
- Engage colleagues in reducing their individual footprint through practical, accessible choices.



3. Business travel

Although our business travel reduced during and immediately after the pandemic, it has since increased and remains one of our more visible and culturally embedded emissions sources.



Priority actions:

- Continue to review travel policies to promote low-carbon travel options.
- Encourage virtual collaboration where possible, without compromising client service or the importance of being together.
- Better understand the drivers behind our business travel, in order to balance sustainable growth with our net zero commitments.



Net zero governance

Ensuring that we have the right structures, processes and people in place is vital to make sure that we turn our net zero ambition into action.

We have established clear internal governance to oversee our progress. Our ESG Coordinator manages the progress of our Net Zero Transition plan, working collaboratively with our senior leadership to embed sustainability into our operations and throughout our value chain. To keep momentum, we're committed to



We're approaching this as a long-term commitment – not a one-off project. With the right data, governance, and engagement, we're confident we can meet our goals and support the wider transition to a low-carbon economy.

Louise Edwards
Strategy Director

annual emissions reporting as part of our Planet Mark Net Zero Committed certification. Our reporting will include progress against our near-term and net zero targets. As our data matures, so too will our ability to track performance with greater accuracy – allowing us to identify what is working, where we need to course-correct, and where further opportunities lie.



Action plan - investing in data to inform smarter decisions:

- Regularly update our emissions calculations, especially for Scope 3.
- Explore the use of internal carbon dashboards and scenario modelling.
- Track emissions reduction initiatives by team or function where relevant.



Action plan - embedding accountability into how we manage the business:

- Assign ownership of our progress to Board level leadership.
- Include climate impact in business planning conversations.
- Ensure ESG remains a standing agenda item at leadership meetings.
- Engage more of our suppliers in conversations around their emission.
- Maintain alignment with external frameworks including Science Based Targets Initiative (SBTi).
- Continue to share our progress transparently through annual impact reporting.

Reducing our environmental impact: progress to date

Our Responsible Business Committee is responsible for monitoring and reviewing our strategy to reduce our environmental impact year-on-year. Here are some of the key focus areas to date:

Environmental Management System (EMS)

Implemented an EMS during the 2024/25 reporting period, which is certified to the ISO 14001:2015 standard.

Electric Vehicle (EV) scheme

Launched an electric vehicle (EV) salary sacrifice scheme in 2024, open to both employees and Partners — reflecting our commitment to making sustainable transport options accessible to all.



Premises strategy

Understanding our working patterns within our agile working framework has been a key focus, to ensure that our office space is 'right-sized', supports agile working and encourages collaboration.

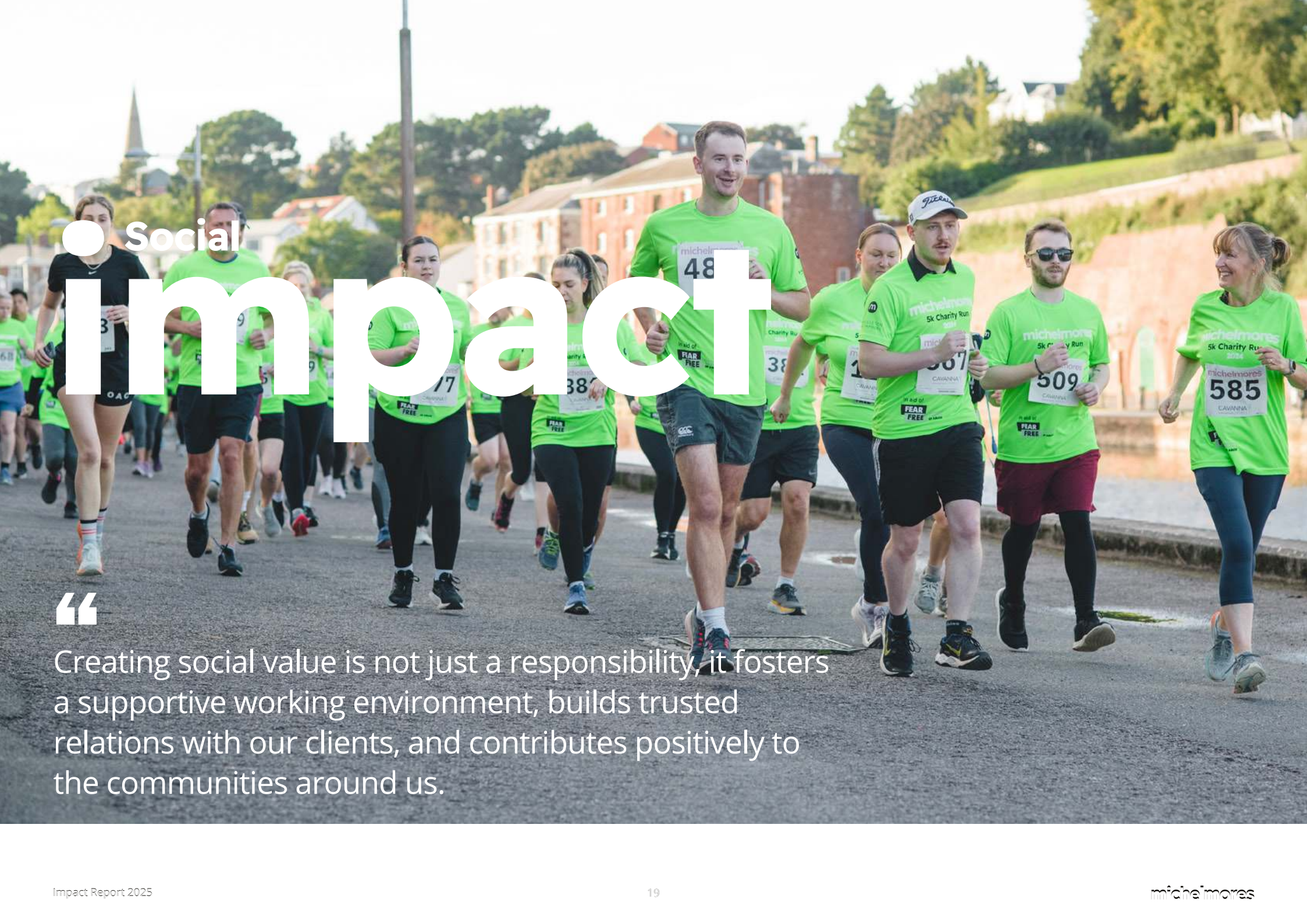
- In 2021 we moved our London office to 100 Liverpool Street, which has achieved 'BREEAM Outstanding' status.
- In February 2024 we moved our Bristol office from Broad Quay House to 10 Victoria Street, a refurbished building, with BREEAM Very Good status. The office offers cycle storage for 76 bikes with shower and changing facilities, specialist cycle clothing drying lockers, and four EV car charging points.
- In May 2025 we began the refurbishment of our Exeter office, with a reduced footprint to reflect our agile working model.
- During 2024/25 we made significant progress in migrating key systems to the cloud, enabling us to decommission several on-premises servers, therefore reducing energy consumption.

Waste minimisation

- We have replaced single-use plastics with reusable items, introduced sustainably produced toilet paper, and have moved to reusable glass milk bottles in our Exeter office
- We have removed all personal desk bins to centralise waste management, and work with our contractors to achieve 'zero to landfill' in our Exeter and Sidmouth offices.
- We have reused and donated office furniture following office moves, and repurposed existing materials during refurbishments to reduce embodied carbon.
- We have adopted an electronic filing approach and aim to minimise our use of paper as far as possible.

Business travel

We reviewed and updated our Business Travel Policy in 2024 to place greater emphasis on sustainability. A new travel management platform, Reed & Mackay, was introduced to provide enhanced visibility and control over travel-related emissions. The platform supports the selection of lower-carbon travel options and improves tracking and reporting. The updated policy encourages virtual meetings as a first choice and prioritises sustainable modes of transport where travel is necessary.



● Social

Impact

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Creating social value is not just a responsibility, it fosters a supportive working environment, builds trusted relations with our clients, and contributes positively to the communities around us.

Inclusion & belonging

We are proud to be recognised as an award-winning firm with a welcoming culture. Nurturing our inclusive values and working environment is an important part of the 'Culture of Choice' pillar of Destination 2030.

Helping everyone to reach their potential and be their authentic self is vital to our success and ensures that we have the diversity of thought to meet the needs of our clients who are operating in an ever-changing world. Below we outline our progress in making Michelmores a diverse and inclusive business, and the key areas that we have focused on to date.

Our Equity, Diversity and Inclusion (EDI) journey

In the summer of 2024, we engaged an inclusion specialist to support a listening project which engaged 18 of our people, across six focus groups. Those who contributed came from different offices, were from a variety of roles, both legal and business services, and wanted to share their experiences on diverse aspects of EDI and inclusion.

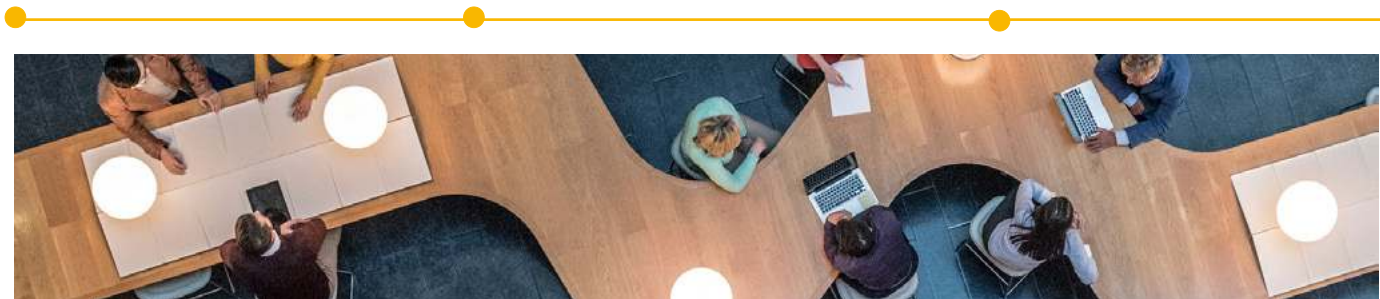
The feedback we received has informed our approach to EDI and is helping us to formulate a new strategy and action plan.

Our new EDI strategy will enhance the work we have been doing in this space for some years now; it will increase our commitment to initiatives that aim to make law more accessible to diversity and opportunity for all as well as the psychological safety of our people.



Gender Parity — our progress

In 2016 we launched Women@Michelmores, which supports the development and progression of women in the Firm with a key aim of creating a better gender balance across our partnership. In 2022, we proudly surpassed our target of 30% of women across our partner group.



May

42% of our partner group were women

67% of women at senior associate level

May

49% of our partner group were women

73% at senior associate level

May

51% of our partner group were women

59% at senior associate and managing associate level (please note, we introduced a managing associate role in May 2025)

Gender parity: supporting progress

Our people are actively promoting gender parity within the sectors they operate within, through active involvement in Women in Telecoms and Technology, the Empowering Girls Network, and Inclusive Angels which focuses on changing the faces of angel investing. We are passionate about making a difference within our industry and within the wider community.

“

This year we have made another positive step forward towards reaching gender parity within the Partnership, yet there is still work to be done. Currently, 27% of our Equity Partners are women, and increasing this proportion to reach parity in the equity group is an ongoing priority for the Firm.

We support our employees with caring responsibilities through our Family Network and our Family Leave Programme which aims to ensure that everyone feels supported, valued and has a sense of belonging, before, during and after their return from Family Leave. We know that this will positively impact on female progression and gender parity across the board.

Our agile and flexible working framework also allows our people to meet the needs of our clients, to collaborate and connect with each other, and to balance individual needs.



Gender pay reporting

Each year, we provide data on our gender pay gap for employees, our Partnership and our Firm as a whole.

Advocates for gender pay gap reporting since

2017

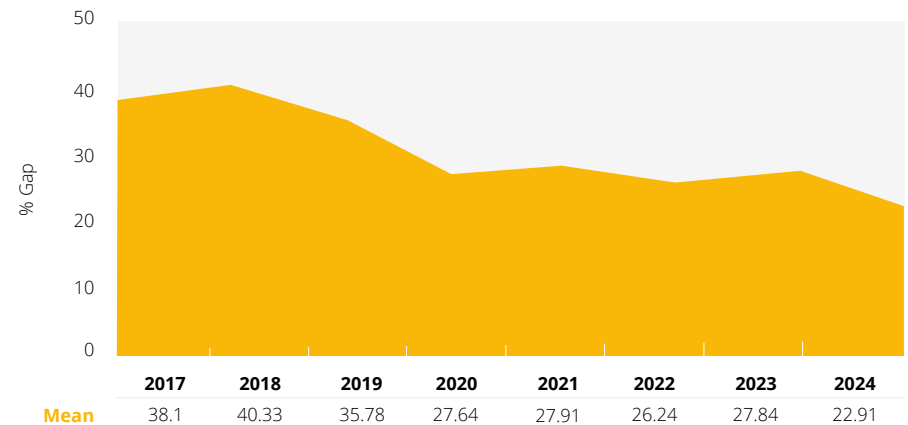
15% reduction in our pay gap achieved in

7 years

Year-on-year reduction in our pay gap since

2023

Gender pay gap progress



To read our full 2024 Gender Pay Report, please click [here](#).

Tim Richards
Managing Partner

LGBTQ+

We strive to ensure that our culture allows everyone to bring their true self to work. We work in partnership with LeGalBeST, Stonewall and Inclusive Employers to make sure we are creating an environment where all our people can thrive, and we listen to our people to understand the support they need.

In 2023, we launched our LGBTQ+ network which supports and provides allyship to members of the LGBTQ+ community at Michelmores. Each of the network's members is passionate about building on the Firm's inclusive working environment and helping everyone to have the psychological safety they need to be their authentic self. In 2024, the network worked with external EDI Consultant, Ali Hannon, to design our rainbow lanyard to demonstrate our allyship with those of our colleagues, clients, referrers and contacts in the LGBTQ+ community.

Marking LGBTQ+ inclusion at Michelmores

2023

Our Book Club hosted a Pride special and met to discuss *The Magnificent Sons* by Justin Myers

We introduced our new Pride rainbow lanyards which colleagues wear year-round to demonstrate our allyship with the LGBTQ+ community

Senior Leaders across the business made their pledge to the LGBTQ+ community

We launched our new LGBTQ+ network of allies and members of the community

EDI Consultant, LGBTQ+ activist and comedian, Ali Hannon, spoke to us on 'Why Pride is still relevant today'

Colleagues represent the Firm at the Pride In London march

2024

We promoted our LGBTQ+ network members with story-telling for LGBT History Month

We shared information on why pronouns are important and encouraged our people to include theirs in communications

Members of our LGBTQ+ network attended an Inclusion Allies workshop with Inclusive Employers

We hosted an LGBTQ+ quiz across our Exeter, Bristol and London offices

Five of our colleagues represented the Firm at the Pride in London march

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I pledge to be active in a community that promotes equality and respect for LGBTQ+ colleagues, that listens and acts, and that challenges inequalities wherever they exist. I will do everything I can, professionally and personally, to be more aware, to learn and to listen, and not make assumptions.

Sara Chisholm-Batten
Lead Partner for Inclusion

Pride

Each year, Michelmores marks and celebrates Pride by sharing supportive resources and raising awareness with in-house events and storytelling. Our recent activities have included a Firm-wide LGBTQ+ quiz which took place in our Bristol, Cheltenham, Exeter and London offices.

We also welcomed EDI Consultant Ali Hannon, who hosted a virtual workshop on the topic of Courageous Conversations. Our people had the opportunity to watch Ali's webinar in-person at one of our offices, followed by lunch to encourage participants to reflect and discuss ideas with colleagues. Pride month is also an opportunity for us to promote our LGBTQ+ Network; a group of allies and members of the community who are on-hand to support colleagues with any concerns or issues on a year-round basis. To round off our activities for Pride, the Firm supported five of our people to attend the Pride in London parade which took place on Saturday 29 June.

Race, Ethnicity & Cultural Heritage (REACH) network

In 2024, we began working on bringing together a new network that focused on race, ethnicity and cultural heritage. This network of individuals from across the Firm work alongside our EDI Specialist to advise on and support campaigns and initiatives that aim to educate and broaden our understanding of diversity.

The network has helped to deliver campaigns such as those for Ramadan, Black History Month and more that celebrate diversity and raise awareness of the different issues that can impact colleagues. Members of our REACH network facilitate introductions to organisations who support us to deliver events and help us to create policies that create a more inclusive and welcoming culture for all our people.



We welcomed 40 delegates to our first collaboration with Ethnic Solicitors South West Network with special guest speakers retired District Judge, Tony Woodburn and Solicitor and Coach Saida Bello who spoke on the themes of resilience and coaching, followed by networking.



It was an eye-opener hearing from Tony and Saida about their life experiences in the legal profession and how they overcame adversity through being resilient and the power of coaching. A great event between us, Bristol Law Society and the Ethnic Solicitors South West Network and a good opportunity to connect with other members in the region.

Shafi Choudhury
Associate

Diversity data

During 2023/24 we launched a project to advance the quality and quantity of the diversity data we hold about our people. This will help us to measure our progress when it comes to inclusion and belonging and identify opportunities to improve.

In May 2025, we held diversity data for 50% of our people; following a diversity data roadshow campaign led by our Lead Partner for Inclusion, Sara Chisholm-Batten, we have increased this to 68%. We continue to work on helping our people to understand the importance of keeping their diversity data up to date and ensuring everyone feels comfortable to give what is sensitive and confidential information. Our aim is to expand on our gender pay gap reporting and publish findings that relate to other areas of diversity.



Social mobility

We believe a diverse workforce is key to our continued commercial success. Our people's diversity of thought drives innovation, creativity, and better solutions for our clients.

Making law more accessible remains a long-term, strategic priority for Michelmores' Early Careers team. People from lower-socio economic backgrounds continue to be significantly under-represented in the legal profession.

We know that talent is widespread, but opportunity is not. In Early Careers, our greatest impact lies in ensuring our recruitment processes ensure everyone has an equal chance of being recruited.

We have:

- Launched our Momentum programme with VisionPath in 2022 – working with three local schools with students from lower socio-economic backgrounds to deliver sessions focused on building soft skills, understanding career paths and helping them realise their potential.
- Reviewed our early careers recruitment processes to focus on future potential, values and behaviours rather than previous experience or background, making our process more fair, transparent and consistent.
- Moved our Applicant Tracking System to Rare Recruitment, utilising the Contextual Recruitment element of the system to contextualise candidates' backgrounds and academic achievements.
- Moved to a new Recruitment Assessment tool provider, Amberjack, to support our recruitment focus on future potential.
- Launched a suite of early career programmes including Graduate Solicitor Apprenticeship, School Leaver Legal Apprenticeship, Placement Years and work experience.
- Joined 15 other law firms in Bristol to build a network (**WLECN**) focused on moving the dial on social mobility within the legal sector.
- Contributed to the external Breaking Down Barriers to Law project.
- Shortlisted for Social Mobility Initiative of the Year and Social Mobility Champion of the Year awards at the Legal500 ESG awards.
- Made our PRIME commitment, to run work experience programme weeks that are open to everyone.
- In 2025 began working with the Ethnic Solicitors Southwest network and hosted a collaborative event welcoming over 40 delegates to our offices.
- Participated in the Social Mobility Index for the first time in 2024, ranking 101st and have ranked 58th for 2025. We have also signed up to the Social Mobility Pledge to demonstrate our commitment and celebrate our achievements.

School and university engagement

We have participated in and hosted various initiatives and events to engage with students. The ultimate goal is to ensure that every school, college and university has access to and support from law firms and to widen access to opportunities within the profession.

- Provided a week long insight programme for Year 10 students during the first week of July in both 2023 and 2024 in our Bristol office. The initiative was awarded the 2022 Community Engagement Award in the Bristol Law Society Awards and also shortlisted in the Best Social Mobility category at the People in Law Awards.
- Centralised work experience programme for Year 10 through to university students.
- Participated in the West of England Legal Early Careers Network (**WLECN**) network initiative for the second year running, to provide school outreach activities across the region in collaboration with several other law firms in Bristol.
- Attended apprenticeship shows and schools/colleges careers fairs to reach a wider audience than we previously have and promote our apprenticeship opportunities.
- Participated in the #10000BlackInterns initiative, with 2 students joining us in 2023 and 2 joining in 2024.
- Hosted two Empowering Girls sessions in 2022/23, with a total of 50 delegates. Empowering Girls is a mentoring programme furthering the career aspirations and confidence of Year 9 girls in the Exeter area has celebrated a successful year of achievements.

“

I joined Empowering Girls as a mentor three years ago. In that time, I've mentored three brilliant young women and joined the Empowering Girls Steering Group. This initiative remains one of my absolute career and personal highlights. A big thank you to Michelmores for encouraging me to pursue this and for hosting two workplace visits earlier this month.

Chloe Vernon-Shore
Partner

“

I very much enjoyed the Michelmores Empowering Girls experience - I learnt a lot about confidence and think it is great for a girl's career.

Empowering Girls Delegate

We launched our Momentum programme in partnership with Visionpath in 2022.

During the partnership we've engaged with over 500 students, and over 50 colleagues have volunteered their time to deliver workshops on a range of themes, including workplace skills and personal development.

Our Momentum programme aims to create social impact and support a positive future for students from lower socio-economic backgrounds by making law and professional services more accessible and ensure a socially diverse early careers talent pipeline.



Expanding routes into law:

We are committed to taking positive action to widen access to the law. As part of this work, we are developing and widening the non-traditional routes into law. We offer:

- Graduate Solicitor Apprenticeships. Those that already have a degree will study for 1 day a week whilst working and qualify as a solicitor within 2.5 – 3 years.
- School Leaver Legal Apprenticeships. This is a post A-Level option to qualify as a solicitor after 6 years without going to university.



It's been a really successful partnership, with positive feedback from Year 12 students. We were pleased with how engaged the students have been with the sessions. Students were able to choose the sessions we covered this year and meant they were relevant to what the students wanted to hear.

Representative from St Katherine's School, Bristol

Our progress:

- We welcomed 2 Graduate Solicitor Apprentices in Feb 2023, with 1 of them being an internal candidate. We had 3 others join in Feb 2024 and are currently recruiting for our next candidates.
- We had 2 legal apprentices join us in Sept 2023 and now have 4 new school leaver apprentices joining us Sept 2024.



Charity, community & volunteering

At Michelmores we work with our charity partners in a collaborative way, with the aim of making a clear positive impact on the communities in which we operate.

We began supporting the following Charity Partners in each of our office locations from April 2023 and will work together until April 2026.



We are working with our charity partner, FearFree as they develop their new initiative, RISE which aims to support those who've experienced domestic violence to move forward with their lives. Our people volunteer their time to share their professional skills to support participants on topics such as CV writing and succeeding at interview. The programme aims to equip participants with the confidence they need to pursue paid employment; for some people this will be the first time in their lives that they will be entering the workforce.

Victoria Miller
Senior Associate

Event

Exeter and Sidmouth: FearFree

FearFree has been supporting vulnerable families and individuals across the South West for over 30 years, ensuring that victims get the support they need and perpetrators can address their abusive behaviours to stop abuse for good.

Bristol: St Peter's Hospice

St Peter's Hospice is the only adult hospice in Bristol, South Gloucestershire and North Somerset, supporting a population of nearly 1 million. The Hospice provides patients and their families the support, comfort and dignity they need to live well until the end of life.

Cheltenham: Sue Ryder Leckhampton Court

The Leckhampton Court Hospice is Gloucestershire's only inpatient unit for specialist palliative care. Their mission is to continue expanding their reach, caring for more people and supporting families who have lost loved ones.

London: St Giles Trust

St Giles Trust's mission is to empower its clients to overcome significant challenges and cycles of deprivation to build independent, crime-free and sustainable lives.

Volunteering

Money raised

2023-24 £1,737.00

2024-25 £2,571.00

The Michelmores 5k Charity Run raised:

- £28,312 in 2024
- £26,449 in 2025.

2023-24 £2,636.00

2024-25 £2,482.00

2023-24 £1,817.00

2024-25 £1,655.00

2023-24 £2,026.00

2024-25 £853.00

2023-24

Highlights/engagement

- The annual Michelmores 5k Charity Run.
- SW Coastal Challenge.
- Festive fundraiser, and Halloween bingo.
- Volunteers for FearFree's long-term befrienders programme.
- Two colleagues took part in a skydive.
- A cycle challenge.
- Christmas silent auction.
- Adrian's Tough Mudder.
- Volunteering has included Christmas tree decorating, collecting gift hampers for patients and working in the warehouse.
- Michelmores Quiz.
- Sweepstakes, and more.
- Volunteering has included including the Starlight Hike, Ride for Ryder and Winter Ball.
- Halloween Quiz.
- Sweepstakes and raffles.
- Volunteering has included supporting their Mentoring programme and attending their Pantry Sessions.
- During FY23/24 we contributed a total of 645 hours of volunteer time.
- 24/25 – in progress.

Wellbeing highlights

We achieved joint 1st place in Roll on Friday's 'Best Firms to work for 2025'.



20 wellbeing champions in place across the Firm trained by the Mind Forward Alliance.

14 menopause champions supporting colleagues across the Firm.

Launched a host of new wellbeing policies, including Carers Leave, Pregnancy Loss Policy, Fertility Policy, Domestic Violence, Premature Birth Policy, and the Family Leave Project between 2023 and 2024.

8 managers and supervisors attended mental health & wellbeing, and neurodiversity training during FY2024/25.

139 colleagues attended training related to personal development, self-confidence, advocacy and wellbeing during FY23/24/25.

130 colleagues took part in our 4th 'Steptacular' event which encouraged participants to get outside and be more active for Mental Health Awareness Week 2025.

Signatories of the Mindful Business Charter since 2019, whose mission is to remove unnecessary sources of stress and promote better mental health and wellbeing in the workplace.

Wellbeing: our benefits

We are committed to fostering a workplace that prioritises positive wellbeing. This ethos is support by a range of benefits which we regularly review in line with our people's needs.

Mental wellbeing

- Employee Assistance Programme (**EAP**) and wellbeing platform with access to a wealth of health and wellness resources, practical advice and counselling services.
- Free corporate membership to Headspace App for colleagues and their family.
- Programme of educational talks and webinars to help support employees and their families wellbeing.

Family and special leave

- Enhanced parental leave pay for up to 26 weeks for all employees who meet the statutory requirements (shared parental leave, maternity and adoption leave).
- Two weeks paid paternity leave.
- Paid time off for all employees to attend adoption and antenatal appointments.
- Structured programme of support for those going on, during and returning from family leave, including a Family Network and Family Buddy Scheme.
- Up to 10 days paid time off for fertility treatment and for supporting a partner undergoing fertility treatment.
- Paid time off and support for new parents who have a premature baby in neonatal care.
- Support for those experiencing pregnancy loss, including paid time off, EAP support and phased return to work.
- Carers Leave policy to allow colleagues to support family or dependants.



Financial wellbeing

- Income Protection.
- Season Ticket Loans for travel.
- Comprehensive Pension Scheme and financial education programme to help colleagues plan for retirement through workshops and 121 sessions.
- Life Assurance.
- Long service recognition.
- Discounts and cashback schemes.
- Firm-wide Bonus, On the Spot Awards and individual performance related bonus scheme.

Physical wellbeing

- Wellbeing Cash Plan helping our people to take a more proactive approach to everyday healthcare and claim back some of the cost towards basic treatments.
- Private Medical Insurance available to all employees.
- Gym schemes, yoga, relaxation classes, a running club, as well as a Cycle to Work scheme.

Social wellbeing

- Sports and social clubs.
- Give as you Earn Charitable giving.
- Buying and Selling Holiday Scheme.
- Additional day off for your birthday and two days at Christmas.



Focus on: Mindful Business Charter

Michelmores has been a signatory of the Mindful Business Charter since 2019. The aim of the charter is to remove unnecessary sources of workplace stress and promote better mental health and wellbeing across the Firm and legal sector. The Charter achieves this with education and promoting collaborative behaviours, resilience and a healthier approach to work/life balance.

All colleagues at the Firm display a Mindful Business Charter statement in their email signature to remind recipients that we are a signatory and are talking steps to reduce avoidable stress at work. At the Firm's Litigators Conference in September 2023, Partner Adam Corbin presented the Mindful Business Charter's 'Guidance for Litigation Professionals'. Delegates were encouraged to explore and discuss specific examples where this guidance can be applied to improve working practices, reducing stress and improve the wellbeing of all parties involved in matters.

Kelly and Mark welcomed their first baby while both working at Michelmores. They share their experience of taking Shared Parental Leave. Kelly is the Firm's ESG Coordinator and Mark is part of the IT team.

Please tell us about your approach to shared parental leave

Kelly: Mark was keen to have some dedicated time off with our baby, so we knew that we wanted to share our leave in some way. Initially we thought this would only be for a few months, but after speaking to people who had shared their leave, we realised that this would be possible due to the Firm's financial arrangements for Shared Parental Leave.

How does it work?

Mark: Essentially, you can take the 52 weeks of leave and split it anyway that you like. We decided to take 6 months each, but Kelly took 4 months at the beginning and 2 months at the end and I took 6 months in the middle. Under the enhanced SPL scheme, we were both able to access 13 weeks of full pay and 13 weeks of half pay. Structuring it this way meant that we didn't need to go down to statutory maternity pay, or no pay for the second half of the year, which was obviously very helpful when you've just had a baby.

What are the benefits?

Kelly: It's been such a privilege to both be able to spend time with our baby. It won't be the right options for everyone, but for us it's been fantastic. It's so flexible, there is likely to be a solution that works for you and your family. I also think it's a great initiative to help families to share childcare responsibilities in that first year, but also going forward, which in turn supports our gender parity goals and supports women back to work.





Pro bono

Our pro bono work is focused on deploying our expertise where it can have the most impact.

Lawyers and other professionals from across the business are engaged in pro and low bono activity, which is growing each year.

In September 2025, we introduced a new Pro Bono Policy. The third pillar of our strategy, Significance of Impact, makes clear our commitment to impact, which includes providing pro bono legal advice to individuals or organisations.

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Pro bono work is an opportunity to use our legal skills and commercial knowledge to make a real difference to organisations with positive impact at the core. This year, we are proud to introduce a new Pro Bono Policy, which aims to increase the amount of pro bono work taking place across the Firm and amplify our impact overall.

Jonathan Kitchin
Pro Bono Lead

By using their professional knowledge and skills, our lawyers can make a meaningful positive impact by supporting individuals or organisations navigating various environmental or social challenges, in a way which is aligned with the Firm's purpose. Our new Pro Bono Policy provides a clear framework for lawyers who wish to dedicate investment time to pro bono work.

Our lawyers can spend up to 30 hours of investment time per individual matter. If a pro bono matter requires more than a 30-hour time commitment, this will be approved by the Pro Bono Committee.

Merch.eco is a non-profit organisation providing merchandise producers with accessible information on ethical suppliers, enabling them to make informed decisions when selecting or changing suppliers. They aim to create an accreditation system that will provide for a new type of competition in the supply chain, where the most ethical company wins. They have a particular focus on merchandise for sports teams and universities.

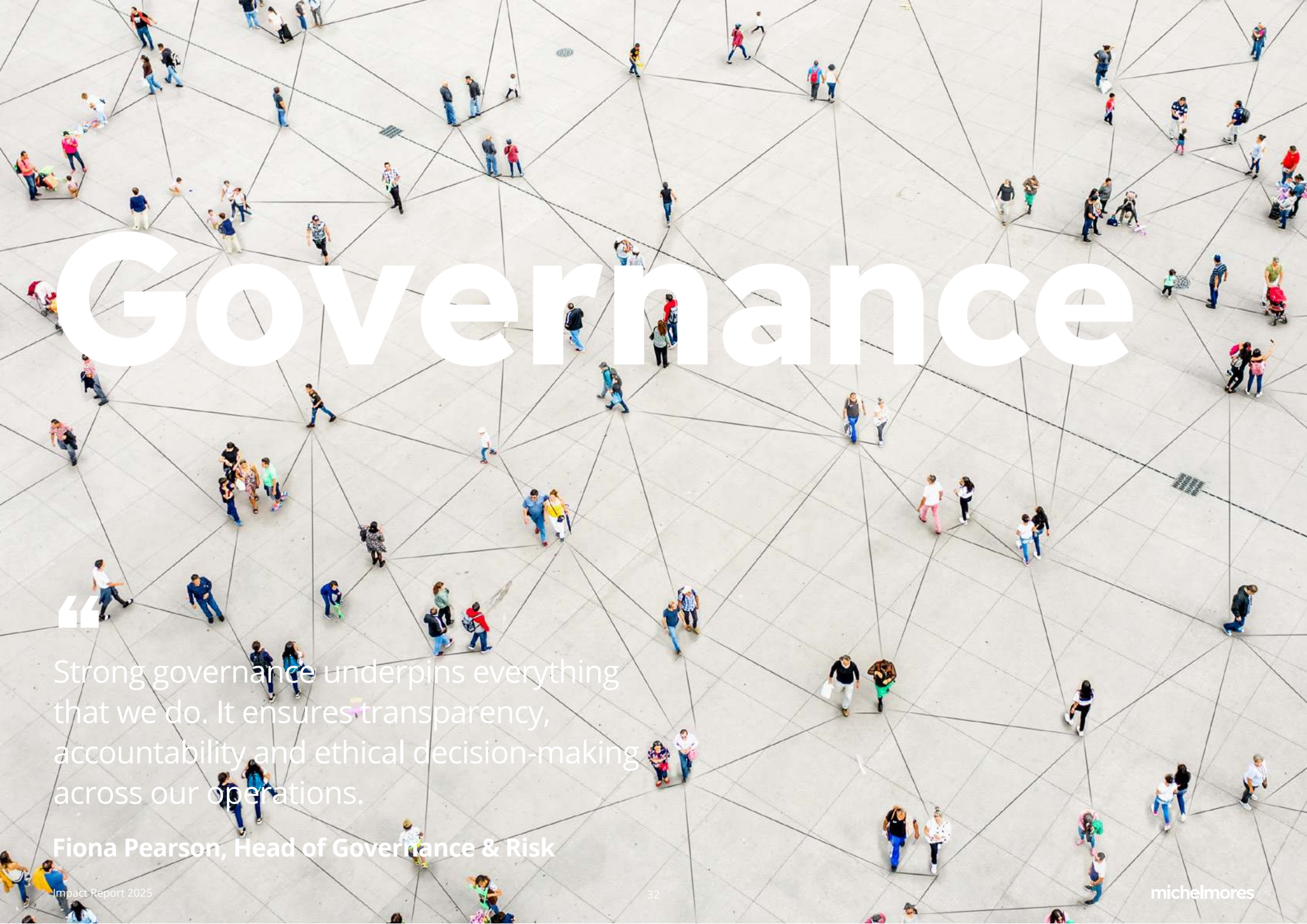
A Michelmores team, led by Senior Associate James Gribbin have been providing Merch.eco with advice and legal services on a pro bono basis, across two primary workstreams:

- **Corporate/charitable:** Advising on the most appropriate legal structure for the organisation and assisting with the preparation of articles and resolutions.
- **Defamation and risk:** Preliminary advice on the potential risks posed by the organisation's communication content, and how that risk could be mitigated.

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Merch.eco's work and objectives are very much aligned with the Firm's focus on innovation and sustainable economic growth, and we are proud to be supporting them to make positive changes in supply chains within the merchandise industry and beyond.

Jayne Clemens
Partner



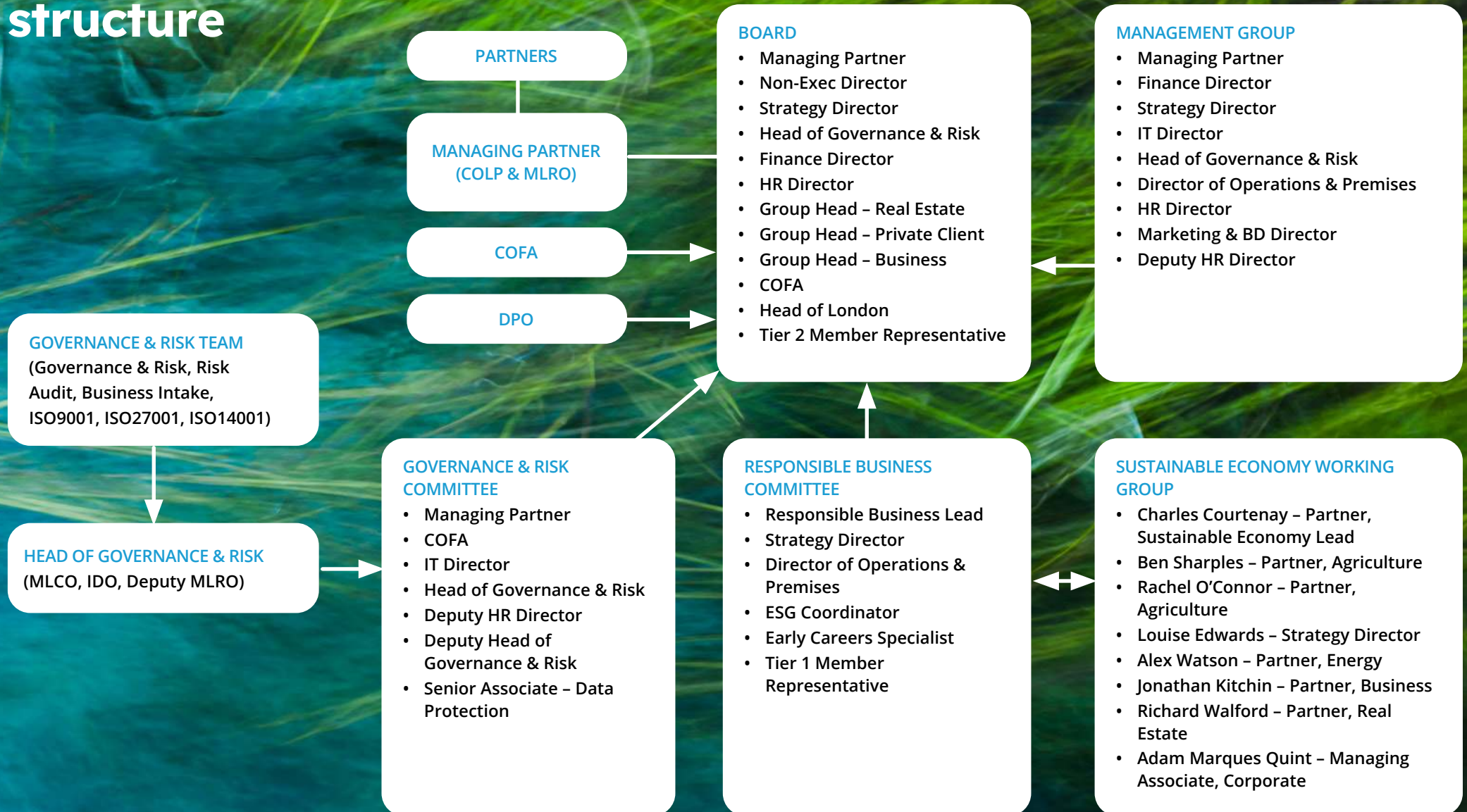
Governance

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Strong governance underpins everything that we do. It ensures transparency, accountability and ethical decision-making across our operations.

Fiona Pearson, Head of Governance & Risk

Our governance structure



Our governance framework

Modern Slavery Act Statement

Our Modern Slavery Act Statement outlines the measures that we have in place to ensure that there is no modern slavery or human trafficking in our supply chains or in any part of our business. This statement is reviewed on an annual basis and can be accessed [here](#).

Supply chain engagement

As part of our commitment to measuring our environmental impact and establishing our baseline for net zero, we began actively measuring the carbon emissions associated with our supply chain data in 2024, for our Financial Year 2022/23. We are now in the process of designing and implementing a new procurement system to enable us to more effectively engage with our suppliers and ensure that they meet our standards for responsible business. As a service-based industry, we recognise that our largest source of emissions is our supply chain, and so making sure we are working together on shared goals will be key to our success in achieving our net zero targets.

ISO14001

ISO14001 is an internationally recognised Standard that facilitates continual improvement to environmental performance and will be key to our ongoing governance and achievement of our responsible business goals. As part of the Firm's pathway to net zero, we have been partnering with external consultants Green Element to help us to establish and implement an Environmental Management System, aligned to ISO 14001. We achieved certification in September 2025.

Our EMS provides a framework for establishing and improving systems and processes to boost environmental performance in areas such as energy consumption, waste management, regulatory compliance and resource planning.



ISO 9001

ISO9001 is an internationally recognised Standard for Quality Management, held by Michelmores. It delivers a system of continual improvement driven by client needs, including improved efficiencies and greater consistency of service deliverables.

ISO 27001

ISO 27001 is an internationally recognised Standard for Information Security, held by the Firm. Its framework requires the Firm to identify security risks and select appropriate controls to tackle them to improve business processes around information security, privacy and securing its information assets. This approach helps the Firm to manage information security by addressing people, processes and technology which in turn aids the Firm to avoid potential security breaches and protect our clients' data.



Achieving ISO27001 certification is more than a compliance milestone – it's a clear signal of our ongoing commitment to data security, operational excellence, and client trust. As lawyers, we handle sensitive data every day. ISO 27001 provides a globally recognised framework that underpins our information security management systems, ensuring that we consistently protect client data, manage risks, and maintain the highest standards of confidentiality and integrity.

Neil Attree
IT Director



Sustainable economy

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While we are proud to be one business, by equipping our clients to navigate the challenges and opportunities of the ESG landscape, we amplify our impact together.

Charles Courtenay, Sustainable Economy Lead

Our role in creating a sustainable economy

As a business and as advisers, we fully support the drive to a more sustainable global and UK economy.

As well as chiming with our own principles, growth in the sustainable economy is creating opportunities among our clients, where there is increasing recognition that profit and purpose are compatible and beneficial.

Together with our clients, we are focused on helping to shape a better world through our legal expertise, pro bono work and partnerships.

How our work contributes to a more sustainable economy:

Our lawyers are specialists in the fast-developing legislation around biodiversity, natural capital and the blue economy, its impact on landowners, farmers, developers, local authorities, charities, and their role in habitat conservation and mitigating climate change.



We work closely with professional service providers, investors, boards, fund managers and foundations with strong ESG values and mandates to help them to build sustainable and responsible businesses or investment portfolios.



We advise clients on low carbon property development, clean energy, green infrastructure projects and impact investing.



We specialise in advising a range of consumer brands and manufacturers who have committed to meet high standard of social and environmental impact across their operations.



Michelmores' Banking & Finance team advised purpose-led investment manager Triple Point on a long-term agreement to fund the development of TBC Partners' energy storage assets.

Triple Point and TBC Partners, a joint family office focused on impact and energy transition, have agreed a debt facility of £5 million to support TBC Partner's development of Battery Energy Storage System (**BESS**) assets.

The debt facility will provide funding to support a portfolio of three BESS projects across the UK, which will contribute to balancing the electrical grid and bringing new renewable energy projects online. The TBC Partners BESS Portfolio will store enough energy to power approximately 2,485,000 homes for a two-hour period, significantly bridging the issue of intermittent power supply.



We are delighted to have finalised our deal with TBC Partners at the start of this year, a significant step in scaling renewable energy integration throughout the UK. We appreciate the support from the Michelmores team in completing this deal. Their collaborative and responsive approach has been appreciated. We look forward to working with them in future collaborations, aiming for more impactful deals ahead.

Jessica Fisher
Investment Manager at Triple Point

The team also advised Verdant Capital Hybrid Fund on its \$3million investment in Bfree, a leading digital and ethical credit collection company operating across Africa.

Established in 2020, Bfree has supported over 6.6 million borrowers. Its ethical, data-driven model is reshaping the approach to non-performing loans across the SME and retail lending space in Africa.

This investment marks a key step in Verdant Capital's mission to build impactful, scalable financial solutions in frontier markets.

The transaction is aligned with Verdant's focus on financial inclusion and impact investing in emerging markets. In addition to financing, Bfree will benefit from capacity-building support via the Verdant's technical assistance facility.



We're proud to have worked with Verdant Capital on this investment, which aligns commercial innovation with genuine social impact. Bfree's model is helping to transform distressed debt management in Africa by enabling inclusive financial institutions to recycle capital, while giving borrowers a pathway back to financial health. It's a compelling example of how investment can drive both financial return and systemic change.

Karen Williams
Partner



The blue economy is focused on the sustainable use of ocean resources to benefit economies, livelihoods and ocean ecosystem health. Collaborating across teams, our lawyers have worked in partnership with several marine-based organisations and businesses, on projects that are making a positive difference to the marine environment.

Analysing the regulatory framework for seaweed in the UK for WWF

Seaweed forms part of the rich biodiversity within the Earth's waters and has emerged as a key focus area for tackling marine biodiversity loss and climate change mitigation and adaptation globally. In many countries including the UK, seaweed farming practices are becoming increasingly popular, despite the complex regulatory framework within which seaweed farming currently sits. Global environmental charity, WWF, is one of the key organisations actively supporting seaweed farmers in the UK and undertaking vital research in this area.

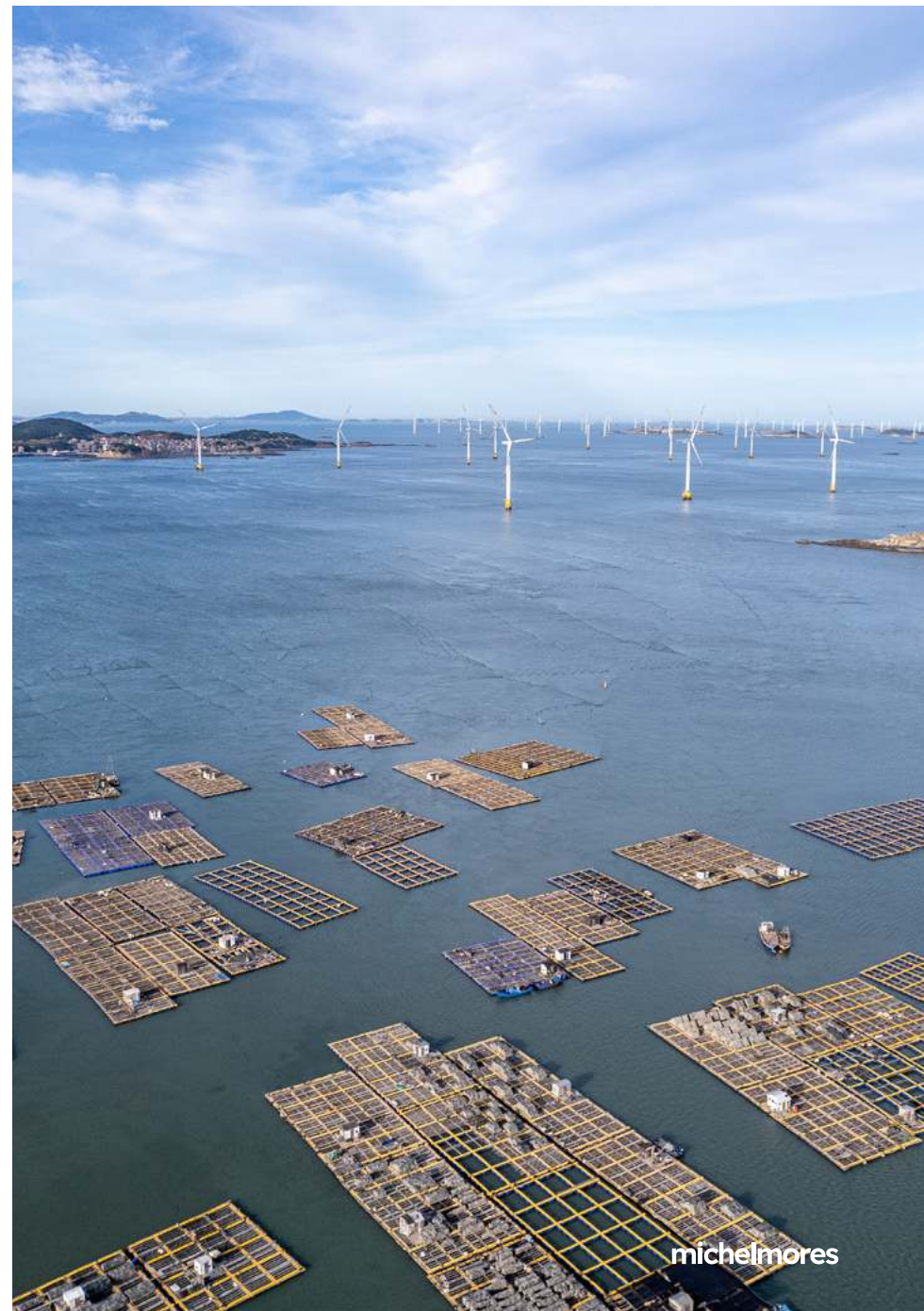
Michelmores undertook analysis of the regulatory framework for seagrass restoration and seaweed farm licensing and devised solutions for WWF to advocate for across the UK. This work has been used to help inform discussion on the need for legal reform and help drive change.

Supporting Algapelago to scale its offshore seaweed farms

In 2023 we began supporting Algapelago, a sustainable mariculture and biotech business which grows kelp offshore at a large scale, for conversion into agricultural products and other downstream industries.

Based in North Devon, Algapelago have secured the largest licence for kelp cultivation in the UK and are on a mission to create a network of offshore seaweed farms ('alga-pelagos') to unlock the potential of seaweed as a climate-positive, high-value biomass.

Algapelago first pitched at MAINstream, an angel investing network hosted by Michelmores. They are now a MiVentures client – a programme created by Michelmores which is dedicated to giving extra support to innovative and scalable business to support their ongoing growth.



Our natural capital team is at the forefront of advising clients and professionals on all elements of natural capital led by Partner Ben Sharples, one of the first lawyers to engage with emergent policy on natural capital.

The team has completed a large number of deals in this space and has been the architect in several novel and groundbreaking natural capital-related schemes that have since become embedded as the norm.

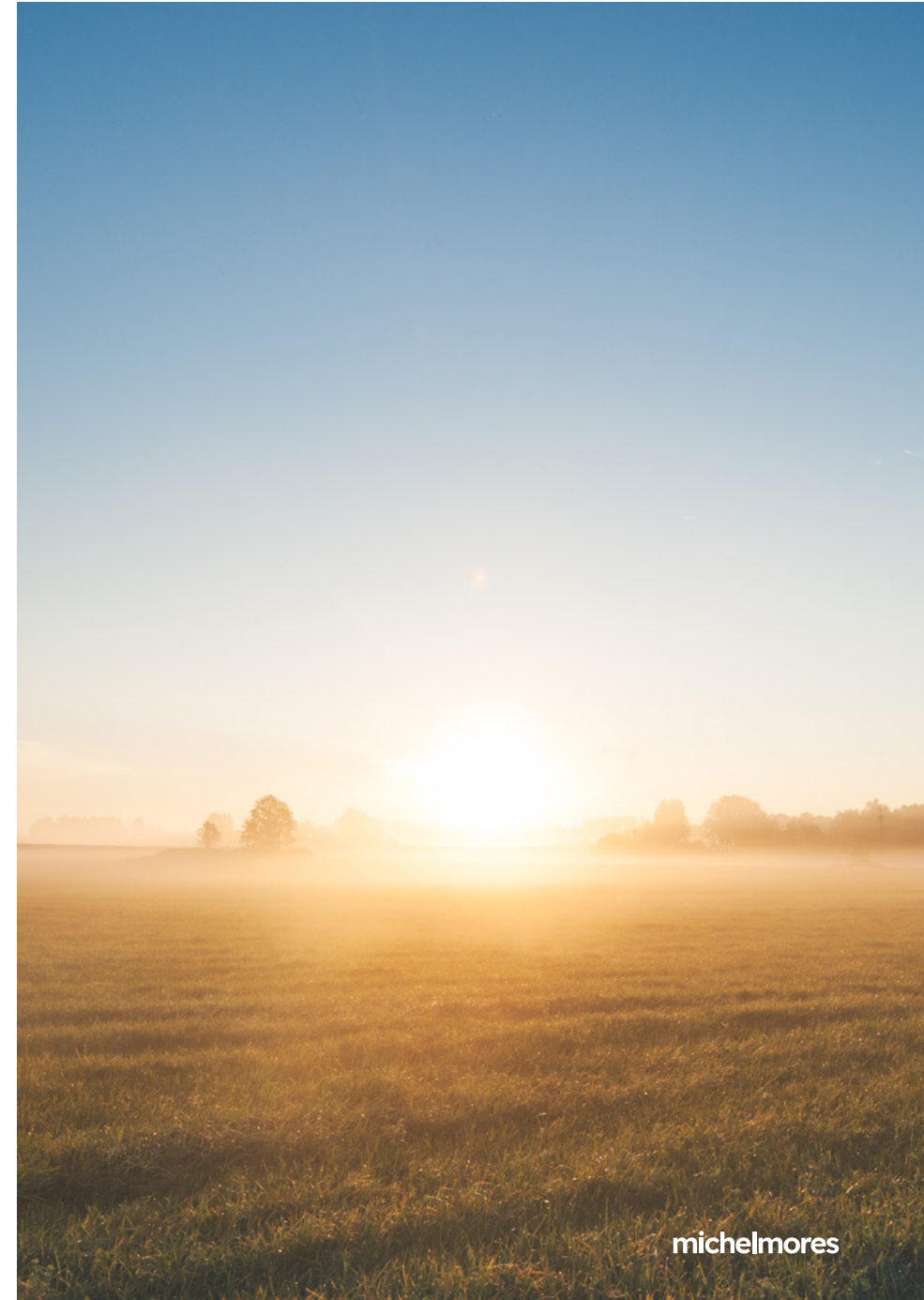
The Firm is acting for several of the lead applicants on behalf of groups of farmers and landowners all seeking funding through the Defra Landscape Recovery Scheme. Each lead applicant is applying for funding to deliver significant environmental outcomes through landscape scale interventions over a project period of at least 20 years.

Most of the projects, which include the Evenlode Landscape Recovery Project (c.64 farmers/landowners), River Axe Landscape Recovery Project (c.30 farmers/

landowners), Three Dales LRS (c.8 farmers/landowners), Brit Valley LRS (c.50 farmers/landowners) and Eelscapes LRS (c.50 farmers/landowners) are currently at the development stage with a few aiming to transition into implementation in Autumn 2025.

In the implementation phase, Defra funding will be committed, and a few of the projects will implement blended finance plans to bring private finance into the project to support the delivery of the environmental outcomes. The intention is for projects to become more sustainable by deriving economic benefits from the natural capital assets generated by the project interventions, some which can then be traded through the establish markets of biodiversity net gain, carbon and woodland credits, as well as other environmental agreements.

The multimillion-pound investments in environmental outcomes are expected to deliver widespread, long term environmental good both for people and places and will aim to demonstrate the economic viability of landscape recovery alongside environmental viability.



Supporting businesses and organisations with purpose at the fore

We are proud to advise a wide range of clients who operate with purpose at the centre of their operations and who are driving positive change.

Advising Triodos Bank, the UK's leading ethical bank, in respect of impactful lending transactions in the renewable energy, wellbeing, social housing and nature sectors.



Advising the shareholders of Action Sustainability, a leading tech-enabled sustainability business in the construction sector, on an investment from ScaleUp Capital.



Advising on the innovative partnership between Environment Bank and specialist alternative asset provider, Gresham House to introduce a first-to-market compliance solution driving biodiversity net gain.



Advising B Corp recipe box specialist, Mindful Chef, on various funding rounds, culminating in Nestlé's acquisition of a majority stake in 2020 and their subsequent acquisition of the remaining shares in 2025.



Advising renewable energy installer, The Little Green Energy Company, on its sale to Hometree, a fast-growing residential energy services provider that aims to accelerate the transition to net zero homes.



Advising Natural England on collaboration and commercial agreements relating to a National Lottery Heritage Fund-supported hub in the North West of England to enable more people to connect with the natural world through a range of channels and activities.



A person wearing a bright yellow jacket stands on a grassy mountain ridge, looking out over a vast landscape. In the background, a large lake is visible, surrounded by rolling green hills and distant, hazy mountain ranges under a cloudy sky. The scene is captured from a high vantage point, emphasizing the scale of the environment.

Goals for 2025/26

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Setting clear goals is essential. They help us to stay accountable, measure progress, and ensure our actions continue to drive meaningful change.

Kelly Steel, ESG Coordinator

Goals for 2025/26

Environmental impact

Reduce absolute Scope 1 and 2 emissions by 50% by 2030.

Reduce absolute Scope 3 emissions by 50% by 2030.

Continue to develop our ISO14001 certified Environmental Management System throughout the 2025/26 financial year.

Deliver meaningful progress against year 1 actions of our Net Zero Transition Plan to stay on target for achieving our near term climate targets.

Work with Director Group to progress actions in our Net Zero Transition Plan and achieve Net Zero Committed Certification with Planet Mark.

75% of colleagues to have completed training to ensure a baseline understanding of the impacts of climate change and ESG risks and opportunities relevant to our business.

Development and delivery of our supplier onboarding and management system to enable enhance due diligence and collaboration throughout our supply chain.

Achieve an EcoVadis rating and use the insights from the assessment to identify opportunities for continued improvement across our ESG performance.

Reinvigorate our people networks - an ongoing programme of workshops led by champions across the Firm, to in enhance autonomy, confidence and collaboration.

Understand the needs of our clients and being active advocates for inclusion, using our expertise to help others to continue to develop their EDI work.

Social impact: Inclusion & belonging

Goals for 2025/26

Social impact: Diversity data

Strengthen our culture of psychological safety with guidance on 'calling in' non-inclusive behaviour and language.

Increase the proportion of diversity data that we hold to 80%. Help people understand the importance of diversity data and how it impacts inclusion via Firm wide communications, by sharing our high-level results and contextualising these against sector-wide trends.

Begin to measure the female representation on our management Group and Board.

Eliminate, where possible, any barriers to participation – including anxiety around how sensitive data is handled and trusting the Firm with personal information.

Create advocates for inclusion at the Firm across our senior leadership, helping to ensure everyone is aware of the safeguards in place to protect their data, to encourage people to keep their data up to date and to talk openly about where our Firm needs to improve.

Social impact: Charity, community & volunteering

Develop charity partnerships to create more volunteering and staff engagement opportunities.

Review our process around recording volunteering time, in order to more accurately reflect our impact through volunteering.

Social impact: Wellbeing

Equip Team Leaders, the Wellbeing Champions, Menopause Champions and LGBTQ+ network with coaching skills to support them in their conversations with colleagues and to promote individual resilience when it comes to taking care of their own wellbeing.

Nominate and onboard a partner as Wellbeing Lead.

Launch a Wellbeing Charter and introduce it to each team, supporting them to set goals and regularly discuss their charter.

Goals for 2025/26

Social impact: Pro & low bono

Continue to review Firm data to uncover trends in wellbeing and areas that need attention and additional resource.

To ensure staff are aware of our Wellbeing & Benefits options via an internal promotion campaign.

Quantify our pro bono investment by measuring pro bono time recorded on a quarterly basis, to be reviewed by the Pro Bono Committee and Board.

Actively embed our Pro Bono Policy across the Firm to increase colleagues awareness, engagement and alignment with our social value commitments.

Actively sharing our pro bono highlights internally and externally, to promote the value of pro bono work across the legal industry.

Governance

Quarterly reporting of all emissions sources to improve data visibility, support decision-making and ensure alignment with our net zero trajectory.

Establish robust internal ESG reporting across governance functions to ensure senior leadership has clear visibility of our Net Zero Transition Plan and can use insights to inform strategic decision-making.

Deliver ESG training to 100% of Board members and senior leaders to strengthen governance awareness and accountability.

Ensure ESG responsibilities are embedded in 100% of relevant job descriptions and performance objectives for leadership and operational roles by year-end.

The background of the entire page is a photograph of a modern building. The building features a series of white, cantilevered balconies that are densely packed with various green plants, creating a 'vertical forest' effect. To the right, a tall glass skyscraper is visible in the background. The overall scene is bright and sunny, with green foliage in the foreground and background.

Key

performance

indicators

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We will continue to track and develop our KPIs, with the aim of demonstrating our positive impact, as well as identifying the challenges we encounter along the way.

Louise Edwards, Strategy Director

Responsible Business - KPIs

Environmental

July 2023 Reduction in location-based carbon emissions (Scopes 1, 2 and partial 3)	12.9%
July 2024 Reduction in market-based emissions	17.6%
October 2025 Reduction in market-based emissions	14.3%

Inclusion & belonging

Percentage of women partners	42%
	49%
	51%
Percentage of female women associates*	67%
	73%
	59%

*please note that we introduced a new managing associate role in May 2025.

Diversity data

Diversity data held	50%
	68%

Wellbeing

Wellbeing champions across the business	20 colleagues
	24 colleagues
Managers/team leaders trained in mental health neurodiversity	58 colleagues
	22 colleagues

Charity & community

Total volunteering hours contributed (excluding pro bono)	645 hours
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Fundraising

£35,873	£24,412
raised across four charity partnerships	raised across four charity partnerships



Responsible Business - KPIs

Social mobility

Number of apprentices employed

Graduate Solicitor Apprentices	2
Apprentices employed (including school leavers and Graduate Solicitor Apprentices)	5
Apprentices employed (including school leavers and Graduate Solicitor Apprentices)	5

Percentage of non-Russell group candidates for graduate recruitment	31% & 17% non-UK
	33% & 18% non-UK

Percentage of early careers applicants who were from a lower-socio economic background*	23%
	24%

*We use The Social Mobility Commission's definition of 'lower socio-economic background': a person is considered to be from a 'lower socio-economic background' if the occupation of the main household earner when they were about 14 years old falls within the following categories: NS-SEC 5, 6, 7, and 8. These include skilled working class and routine working class roles.

Percentage of early career programme offers that were made to candidates from lower social economic backgrounds	12%
	16%

Number of work experience students supported with office-based work placements	13
	62
	56

Number of workshops and events attended such as career fairs, careers talks and mock interviews	34
	32



Key contacts

Tim Richards
Managing Partner



Louise Edwards
Strategy Director



Ian Holyoak
**Responsible
Business Lead
& Partner**



Charles Courtenay
**Sustainable
Economy Lead &
Partner**



Jonathan Kitchin
**Pro Bono Lead
& Partner**



Kelly Steel
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