



Responsible business report

Making a difference at Kennedys

2022 – 2023

Kennedys

Who we are

We are a global law firm with expertise in dispute resolution and advisory services. Our lawyers handle both contentious and non-contentious matters, and provide a range of specialist legal services for many industry sectors. We have particular expertise in litigation and dispute resolution, especially in defending insurance and liability claims.



Kennedys is a global business. **Our 300 partners and 2,500+ employees span 76 offices, cooperation agreements and associations in 21 countries.**

Together, we are dedicated to using our resources to solve shared environmental and social challenges, and to embed environmental, social and governance (ESG) into our legal services.

Responsibility is at the heart of our core operations, decision-making, policies, and practices. Our three-year Responsible Business Strategy sets a bold and distinctive path for Kennedys. It enables us to adapt to the changing world and embed sustainability across our entire value chain, spanning operations, supply chain and clients, our communities and partnerships.

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A welcome from our Executive Group

We are delighted to share our annual update on the progress we have made against our responsible business strategy and activities.

For Kennedys, being a responsible business means we aim to make a difference – to our clients, our colleagues and the communities in which we live and work. We always intend, and then make every effort, to do the right thing and proactively take responsibility for our impact on people and the planet.

One of our goals, as a firm, is to be at the forefront of understanding the legal ESG issues that our clients are dealing with and, just as importantly, walking the talk as a firm when it comes to running our business in a sustainable way.

We take our commitment to the UN Global Compact seriously and continue to take meaningful action to promote human rights and fair labour practices, help to protect the environment, combat corruption and foster ethical practices within our operations and throughout our supply chain. We are proud of the progress we have made to reach the goals we set ourselves under our five priority Sustainable Development Goals (SDGs), which you can read about throughout this report.

We also want to continue to develop how we support communities where we operate and are proud to see the positive impact our colleagues are having around the world. You can read about the highlights in the Thrive Together, Make a Difference section on page 50.

We would like to share some highlights that, we think, demonstrate how we live our values.

- **Taking action on climate change:** since our last report, we have gained validation from the Science Based Targets initiative (SBTi) for our near term carbon emissions targets
- **Creating an inclusive culture:** we have continued to grow our diversity, equity and inclusion (DE&I) work, with a particular focus on leadership training
- **Supporting our people:** we have rolled out new workplace wellbeing initiatives, including bringing in new resources to support our people experiencing financial hardship
- **Increasing our capacity to deliver strategic change:** we welcomed our first Head of Responsible Business and have assigned our Global Managing Partner within our Executive Group as Responsible Business sponsor to ensure there is board-level accountability.



Nick Thomas



Suzanne Liversidge



Matt Andrews



John Bruce



Meg Catalano

Our responsible business journey

In this, our third Responsible Business Report, we want to **celebrate a milestone year that brings to a close our 2020-2023 strategy**, a period in which we have achieved so much.



We also want to share our ambitions for the next three years, and while plans for these are still being developed, we are clear on our direction of travel and the importance of integrating responsible business into our business strategy.

In 2020, our board identified and agreed five priority SDGs on which they felt we could make the most positive impact. It was important to us that we used the SDGs to guide our strategy and objectives, and the goals we set ourselves as part of this exercise have largely been achieved. They provided us with a focus and brought people from across Kennedys together in collective action to bring the SDGs to life.

At the time of writing, we are developing a new responsible business strategy that will be underpinned by a double materiality assessment so that we are better able to prioritise our activities and set ourselves a refreshed set of responsible business goals. We also want to be guided by the benchmarks from the UN's SDG Ambition initiative and ensure we are meeting the expectations of our clients, our people and wider stakeholders.

As well as looking at our own operations, we are active in helping our clients navigate rapidly evolving ESG-related legal and regulatory developments. This means integrating an ESG lens into all our legal services, and looking to the horizon so that we can support our clients with ESG thought leadership and innovative solutions through our Kennedys IQ offering.

Our ambition goes beyond meeting the needs of today. We are forging our own distinctive path as we navigate this rapidly changing world, ensuring our firm is fit for the future and able to meet the needs of tomorrow.

We look forward to sharing our updated strategy in due course and welcome collaborators to join us on this journey.



Ben Aram
Partner and Responsible Business Sponsor



Kate Hursthouse
Head of Responsible Business

2022-23 highlights



Increasing the diversity of our partnership

Thirty-four percent of our global partners are now women. Having achieved that goal, we have increased our aim to reach 40% female partnership by 2030. In the UK each year, we also aim for 10% of new partners to come from minority ethnic backgrounds.



Signing the Mansfield Rule

We are a signatory to the Mansfield Rule, which measures whether law firms have considered women, racial and ethnic minorities, LGBTQ+ lawyers, and lawyers with disabilities for at least 30% of top leadership roles, equity partner promotions, formal client pitch opportunities and senior lateral positions.



Gaining SBTi approval

Our near-term science-based targets were approved by the SBTi in 2022 and we are on track to achieve carbon emissions in line with a 1.5°C pathway. We also have an aim to be a net zero firm by no later than 2050.



Reducing our emissions

We have already reduced our Scope 1, 2 and 3 emissions by 54% since our 2020 baseline year. Following this, we have pledged to cut our Scope 1 and 2 emissions by 70% by 2030 and reduce our Scope 3 emissions by 28% by 2030.



Developing our DE&I strategy

We want to foster an inclusive culture, supported by inclusive leadership. That's why our diversity, equity and inclusion strategy focuses on embedding DE&I into the employee lifecycle through five key focus areas: gender, race and ethnicity, LGBTQ+, social mobility and working families.



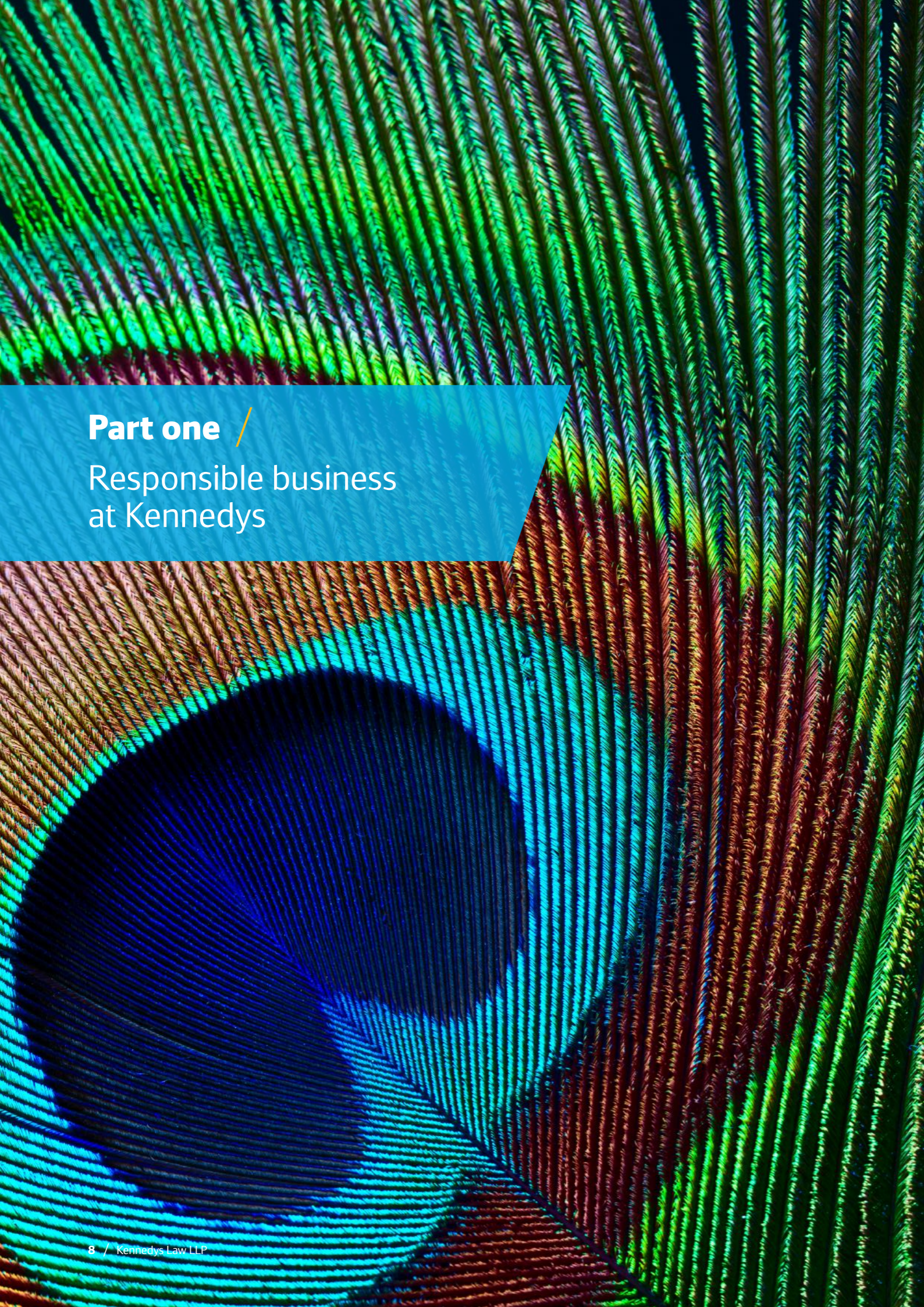
Gaining accreditation as a Living Wage Employer

We pay the real Living Wage in the UK, as established by the UK Living Wage Foundation. We also pay all contractors based onsite in our UK offices (from cleaners to caterers to security staff) the Living Wage.



Embarking in partnerships for change

Through the Chancery Lane Project, our lawyers have used their pro bono legal skills to draft a new clause for climate-related liability cover. It's currently undergoing testing with clients. We are also a founding signatory of the Greener Litigation Pledge and have been involved in the development of a Greener Litigation Toolkit, which highlights actions that can be taken to reduce carbon emissions throughout the litigation lifecycle.



Part one / Responsible business at Kennedys

Our strategy

Kennedys is committed to being a responsible business. **This means our firm is dedicated to operating with the planetary and societal needs of a changing world at the centre of everything we do.** Those needs influence how we make decisions, how we build a thriving and inclusive culture for our people, and how we decarbonise our operations.

Our new three-year Responsible Business plan sets out how we are going to integrate our strategy, the SDGs, and our sustainability goals. The plan comprises five key objectives to ensure we embed responsible business into each aspect of our value chain.

We will deliver our strategy by leveraging the power of partnerships when working with our clients, suppliers, and community partners. We recognise the strength of collaboration and place emphasis on the importance of education, empowerment, metrics, and transparency as we implement our strategy globally throughout the firm.

As part of our three-year plan, we are undertaking a comprehensive double materiality assessment to reevaluate our strategic priorities. This will ensure we tackle the societal, environmental and governance issues most critical to our firm and meet the expectations of our key stakeholders when devising our updated sustainability goals.

We have been signatories of the UN Global Compact for three years and are committed to its Ten Principles which cover human rights, labour, environment, and anti-corruption. Together with the SDGs and Global Reporting Initiative (GRI), these principles guide our strategy, ensuring we tackle the world's most pressing issues, such as poverty, climate change and inequality. In this, our third Responsible Business Report, we share our commitments, targets, and progress against the five SDGs we have been addressing as priorities for our firm.



We will deliver our strategy by **leveraging the power of partnerships** when working with our **clients, suppliers, and community partners**.

Our five strategic objectives

Operations

Embed responsible business into governance, operations and decision making.

Supply chain

Create a diverse supply chain that is 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 Sustainable Development Goals.



Our governance of responsible business

We have a responsibility to preserve a prosperous future for society and for the environment. That's why **we are embedding our Responsible Business Strategy throughout our operations**, and we want to ensure every employee and partner understands our ambition to act responsibly in all that we do. We want all employees to feel empowered to drive positive and sustainable change within their roles.

The Head of Responsible Business leads the development of our Responsible Business Strategy. They are supported by a Responsible Business Team, who act as collaborators across the firm and supervise its implementation. This team works directly with regional DE&I advisory groups, employee affinity groups and community action groups. It comprises employee champions who make a difference through initiatives that put our goals into action and make a local impact in fulfilling our global strategy. Our expanding network of Climate Champions and Wellbeing Champions, among others, also support our development and rollout of initiatives.

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

The strategy, all commitments and progress, are reported to our Executive Group and then communicated to all key stakeholders. 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.

Ethics and integrity

It is vitally important to us that we maintain a consistently high standard of ethical behaviour in the way we conduct our business to ensure we uphold our reputation and maintain client trust. **Every client interaction. Every engagement with our people. Every collaboration with our suppliers.**

In all of these, we act with integrity, honesty, respect and transparency, ensuring we adopt the highest ethical standards across our operations.

To support this aim, our four key values define the way everyone at Kennedys behaves and interacts with one another. Our people deliver their best work, reach their full potential, and make a difference to our clients and each other by being:

Our culture is one of openness and accountability. It's designed to prevent wrongdoing or unethical conduct and ensure our people feel able to continually develop and improve. In essence, it's about doing the right thing in the right way.

We encourage employees to raise genuine concerns without fear of reprisal and run regular training in accordance with our Code of Ethics to ensure awareness and competence globally. We also participate in regular industry-wide reviews, welcome client feedback and, should they reveal a need to improve our services, we take corrective action.



approachable



straightforward



supportive



distinctive

ESG services for the insurance sector

The changing climate, 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 also playing a growing role in the way the insurance industry develops and frames its products. As a specialist insurance law firm with a strong litigation and commercial offering, our global team of multidisciplinary lawyers understands how these complex and interconnected issues impact insurers and corporates. Our renowned legal tech brand, Kennedys IQ, is helping clients work faster, cheaper, and more efficiently by harnessing data intelligence and artificial intelligence (AI) trend analysis to make future decisions that take account of ESG factors.

ESG is also a main topic for our Corporate Affairs work, which includes generating research-led thought leadership content to assist our clients in their strategic decision-making. Those insights include those into the policymaker and regulatory landscape. Such knowledge also feeds through to Kennedys IQ to drive commercial value.



Our renowned legal tech brand, **Kennedys IQ**, is helping clients work faster, cheaper, and more efficiently by harnessing data intelligence and artificial intelligence (AI) trend analysis to make future decisions that take account of ESG factors.

In the past year, some of the highlights from our work in this area include:

- The publication of two global reports on claims inflation (including social inflation) impacting non-injury insurance losses and personal injury claims.
- Collaborations with clients to publish a variety of reports:
 - **Munich Re:** The “responsible” Responsible Person – the complexities of ESG product compliance obligations for the life sciences industry.
 - **ALARM:** Spotlight on sustainability.
 - **GIRI:** GIRI insurance guide (ESG/ sustainability chapter).
- Contributions to the Thomson Reuters Climate Change and the Insurance Industry Report.

Our ESG areas of focus

We offer a variety of services to help our clients navigate ESG issues.

Environmental

- Reviewing, advising on and drafting insurance policy wordings for renewable energy products, climate friendly products and policies centred on climate-related risk.
- Advising across the full spectrum of climate change-related claims, covering physical, transition and/or liability risk.
- Advising on all types of new green technologies and renewables claims including solar, hydroelectric and onshore/offshore wind.
- Advising on coverage disputes involving environmental claims and defending companies and employees with respect to environmental investigations and associated criminal prosecutions.



Advising on a range of ESG real estate and construction issues, including regeneration projects, green leases, environmental impact assessments, biodiversity net gain and planning obligations.



Social

- Offering ESG advice on commercial contracts, product compliance and ESG supply chain assessments.



Advising on a range of employment issues including the drafting of workplace policies promoting inclusive environments or employer obligations such as gender pay gap reporting and modern slavery.

- Providing risk management advice on health and safety issues in the workplace and defending corporates and individuals facing investigations or proceedings for corporate manslaughter, HSE prosecutions, food standards and environmental matters.

Governance

- Advising directors and boards on a range of ESG related duties, including climate change disclosures.
- Advising on all aspects of financial crime and assisting with corporate compliance, governance reviews and risk mitigation.



Managing our supply chain

Our supply chain is responsible for a significant amount of our social and environmental impact. **Seventy-five percent of our total carbon emissions are associated with purchased goods and services.** This is why, as part of our strategic objectives, we aim to create a diverse and socially and environmentally responsible supply chain.

In 2022, we began development of our Sustainable Procurement Roadmap. This roadmap outlines key steps Kennedys will take to integrate responsible business goals into procurement and supplier onboarding processes. In following this plan, we will ensure we work with suppliers whose values align with our own and strengthen our supplier relationships. We will also build

a more diverse supply chain, ensuring more of the social enterprises and businesses we work with are majority owned by under-represented groups.

Although in the early stages of this journey, we are making progress. We will continue to develop the roadmap, aiming to achieve completion during 2025.



Our Sustainable Procurement roadmap

A category-based risk assessment which will enable us to determine low, medium and high-risk areas, for both social and environmental risk. For example, we will support suppliers with high environmental risk to establish decarbonisation targets as part of our commitment to reduce our Scope 3 emissions by 28% by 2030.



A Supplier Self-Assessment Questionnaire requesting more information on the four key ESG themes embedded within our Supplier Code of Conduct. This calls for critical documentation from our suppliers, including an Energy & Carbon Report, a DE&I Policy and Cyber Essentials Certificate.

Social and environmental clauses will be integrated into requests for proposals (RFPs) and supplier contracts. These might, for example, require adherence to our Supplier Code of Conduct, or signing up to Support the Goals.



A Supplier Code of Conduct comprising four key ESG themes (labour and human rights, environment, business ethics and sustainable procurement) aligned with the UN SDGs, ISO26000, and the 10 Principles of the UN Global Compact.

A Sustainable Procurement Policy which highlights our commitment to prioritising suppliers who demonstrate support for the SDGs and who make the same requirement of their supply chains. The policy should also detail how we identify and engage with suppliers within high-risk areas of our supply chain.





Part two / Addressing the SDGs

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.

As the only universally agreed framework for a fairer and greener world, these goals are adopted by governments, NGOs, businesses, and individuals to tackle the most pressing global challenges we face.

At Kennedys, we proactively take responsibility for our impact on people and the planet and are confidently committed to the SDGs. As a leading global law firm, we recognise that now more than ever, these goals demand urgency, action, ambition and, importantly, collaboration.

That's why our Responsible Business Strategy is underpinned by our five priority SDGs. It ensures that in running our business, we work towards achieving the Global Goals and making a better, more sustainable world.



Our five priority Global Goals reflect Kennedys' mission, vision, and values.



Good Health and Wellbeing
Promote and enable positive mental health and wellbeing for our people and identify engagement activities within our local communities.



Quality Education
Create education, learning and development opportunities within Kennedys and our communities.



Reduced Inequalities
Reduce inequality across our business, creating equal opportunities for all.



Climate Action
Tackle climate change and aspire to become net zero.



Peace, Justice, and Strong Institutions
Develop a coordinated, targeted and impactful pro bono programme.

Goal 3: Good health and wellbeing

Our commitment: We are committed to enhancing our health and wellbeing support for all our employees to help them thrive at work.



Our target

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

// Working in the legal sector can be demanding. Alongside opportunities for fast-paced careers, working in the sector can have an impact on our people’s wellbeing, especially for our fee-earning solicitors experiencing client demands. I really want us to be recognised as a great place to work, where we have the support and resources at hand when people need them, and where people can thrive and fulfil their potential.

Emma Cooper,
Head of HR

We continue to look at how we can improve our approach to wellbeing and ensure that all our people, whatever their role, feel supported in a workplace that helps them thrive. With an increase in anxiety and depression globally, developing a workplace that supports employees’ financial, physical, and mental wellbeing is the right thing to do. We also know that well-supported employees are more capable of providing the exceptional levels of customer service our clients expect.

We take a preventative approach, and recognise the importance of early intervention. This means we are equipping our people with the skills, understanding and tools to help them maintain good health and wellbeing, rather than simply offering support for those already in crisis.

Four pillars of wellbeing

Mental	Physical	Social	Financial
<p>Foster an open and inclusive workplace culture where our people feel safe talking about mental health.</p> <p>Provide resources that help our people to maintain good mental health and prevent crisis, as well as enabling them to access the right support should they experience mental ill health.</p>	<p>Encourage employees to build positive habits through education, training and events.</p> <p>Offer incentives and benefits that support employees to maintain good physical health, and which cater to a range of personal preferences.</p>	<p>Promote volunteering opportunities to help build positive and enriching social connections in local communities.</p> <p>Encourage agile and hybrid working, and connect our people through networks, mentoring and social opportunities.</p>	<p>Provide access to tools that our people can use to understand and manage their personal finances.</p> <p>Provide signposting to resources and support on offer from the firm should our people experience financial difficulties.</p>

Our global wellbeing strategy

Kennedys’ wellbeing strategy aims to provide the services and support our employees need, when they need them. We’ve developed the strategy through engaging with our people. Our recent Employee Benefits and Wellbeing Survey, for example, saw a 55% response rate globally.

We have identified four main pillars of wellbeing that will help us embed good health and wellbeing into our day-to-day operations. Although interconnected, they enable us to meet a diverse range of our people’s needs.

We are committed to raising awareness among those least likely to engage with wellbeing support. In doing this we will seek to align with best practice standards and gain external assurance that demonstrates our commitment to a healthy and thriving workplace culture.



44% of employees ranked financial wellbeing as their most important wellbeing theme.

Actions to support Goal 3

Championing mental health awareness

Every year, Kennedys marks World Mental Health Day, while supporting other local campaigns such as Mental Health Awareness Week in the UK and R U OK? Day in Australia. Supporting these global initiatives not only demonstrates our commitment but allows us to dedicate specific campaigns to encourage everyone to have open and honest conversations about their mental health.



New heights for mental health

Walking is a great way to maintain physical health, but it's easy to overlook the mental benefits it offers. A team from Kennedys Mexico have reinforced that message by celebrating World Mental Health Day with a hike. They completed a 32km, 10-hour trek up Huasca in the state of Hidalgo, on the fringes of the Sierra de Pachuca, and combined the benefits of exercise with a real sense of wellbeing. A huge congratulations to the team!

// This challenge helped me discover my physical and mental potential.

Toño Mendez,
Senior Associate, Mexico

Mental health is a constant focus for our firm, and educating our people goes far beyond specific days and weeks. We deliver practical support through wellbeing, mental health and resilience workshops, and deliver coaching throughout the year.

Creating Wellbeing Champions

In 2023, we introduced our Wellbeing Champions programme. Wellbeing Champions are individuals trained in Mental Health First Aid. The training encourages early intervention and includes practising active listening, improving mental health literacy and maintaining healthy boundaries with colleagues experiencing issues or emotional distress.

They are go-to colleagues able to deliver in-confidence support to anyone experiencing wellbeing issues. They also help to promote and raise awareness of wellbeing initiatives and campaigns to support our evolving wellbeing strategy. We are training an initial cohort of 40 mental health first aiders in the UK and plan to roll out our Wellbeing Champions programme globally in the future.

// The Wellbeing Champions programme provides a non-judgmental sounding board and first port of call for anyone who needs some help with whatever wellbeing challenges they are facing. Encouraging conversations about how we are doing can make us all feel happier and more supported, so we are better equipped to tackle whatever obstacles we encounter. I am proud to be a part of the team to help support others in any way I can.

Tim Stansfield,
Legal Director and Wellbeing Champion

Wellbeing-boosting benefits

Maintaining good health and wellbeing is a personal journey. While collaborative actions are key to raising awareness and improving social wellbeing, we understand people deal with situations in different ways and need bespoke support. That's why it's important that we signpost our people to the different resources we provide to help manage, maintain, and improve their wellbeing independently. These include:

- An Employee Assistance Programme, which provides emotional and practical support on a wide variety of topics. This can be in the form of phone, face-to-face and virtual counselling.
- Peppy, an app that delivers support, advice and education around specific life stages such as menopause, pregnancy and men's health. Employees can access one-to-one virtual consultations with experts, or even sign up to courses to enhance understanding and build habits that stick.
- Headspace, an app that offers science-backed tools and resources to help individuals to learn skills in stress and anxiety management, resilience and focus.
- Employee Assistance Fund, a benefit to support employees who suddenly and unexpectedly find themselves experiencing financial hardship.
- An annual fitness subsidy to encourage physical wellbeing.
- Our hybrid working policy and flexible working policy, which particularly support working families.
- A wellbeing day each year for all employees.

What's a wellbeing day?

It's an additional day of annual leave, created to encourage employees to take care of their health and wellbeing. Since 2021, we've seen a 32% increase in wellbeing day requests.

Kennedys' Global Step Challenge

Since 2020, Kennedys' Global Step Challenge has successfully given our people the opportunity to combine physical, mental, and social wellbeing by reconnecting with nature, wherever they are in the world.



In the 2023 Global Step Challenge, employees have logged **12,321,146 steps globally**, the equivalent of walking from London to the North Pole ... and back!

Kennedys offered donations to the chosen charities of the participants logging the three highest step counts. Matt Dickinson from Manchester, UK logged the highest count — an impressive 423,834 steps in total. He awarded his £1,000 donation to The Daisy Garland, a UK charity working exclusively for children living with drug-resistant epilepsy.

Improving community health and wellbeing

At Kennedys, we know that the opportunity to volunteer gives our people a sense of purpose and meaning outside of their regular daily roles. Contributing their time and talents can build social connections, improve morale, reduce stress, and increase job satisfaction. Here are just a few examples of how our people have supported community wellness through (lots of) physical activity:

Steps for Turkey and Syria

Wherever you were, you couldn't help but be affected by the devastating earthquakes that impacted Turkey and Syria in March 2023. Kennedys' Global Healthcare teams decided to do something to support those dealing with the aftermath, and joined forces for a fundraising walk.

In Melbourne, Lima, Cambridge, Dublin, London, Birmingham, Sheffield, Paris, and Sydney, our teams each walked 5km, collectively raising over £3,000 for the UNICEF Appeal, which included contributions from clients and colleagues. Kennedys matched donations taking the total to £6,000.



Hong Kong's charity spin

"Sport has the power to change the world," said Nelson Mandela, in his address at the first Laureus World Sports Awards in Monaco in 2000. In raising money for Laureus Sports for Good, it's a message our Hong Kong team have taken to heart.

The team took part in an eight-hour charity spin as part of a Corporate Wellness Challenge at their Taikoo Place office. Not only did the event get hearts racing, build friendships, and encourage teamwork, it also raised HK\$5,000 for the team's chosen charity.

Active in more than 50 countries and territories, in Hong Kong, Laureus Sports for Good is ensuring young people have access to quality programmes that address needs and issues within their local community.

Belfast fundraises in support of MACS NI

Once, the Brandy Pad was a track through Northern Ireland's Mourne Mountains used by smugglers transporting alcohol and tobacco. Today, it's part of a three peak, 13km hike, but Kennedy's Belfast team were up to the challenge.

The adventure was a dramatic way to kick off the team's new three-year charity partnership with MACS NI, the organisation which supports children and young people experiencing issues, including homelessness, substance use and mental health difficulties.



With the weather on their side, the team completed the walk in six hours, raising £2,335.

Partnering with The Children's Society

Kennedys has announced a new, three-year UK charity partnership with The Children's Society, an organisation which is aiming to reverse the damaging decline of children and young people's mental health by 2030.

We are supporting the launch of several local hubs across the UK, which will provide skills-based volunteering services to further support the charity. Our UK team completed the Peak District Ultra Challenge, jogging and walking a 25km route through fields, over hills and past Chatsworth House, raising £3,264 in total.

We also saw seven Kennedys employees run the London Marathon in 2023 and raise a total of £9,385 for The Children's Society.



Goal 4: Quality education

Our commitment: Create education, learning and development opportunities within Kennedys and in our communities.



Actions to support Goal 4

Launching our Responsible Business Learning Hub

In 2023, we launched our Responsible Business Learning Hub on our learning and development platform. The Hub delivers a learning programme that educates our people about their role in sustainable development and how we operate as a responsible business. Ensuring our people understand our values and mission is essential for our success.

The Hub offers a series of interactive, e-learning modules that cover ESG and SDG-related topics. We have developed modules that focus on our five priority Goals, which illustrate the global social, economic, and environmental challenges facing society, how the SDGs intend to address these, and how Kennedys contributes. Within two years of its launch, we are aiming for 50% of our people to have engaged with the Hub to build their ESG knowledge and understanding of responsible business terminology, which is an increasingly important part of business conversations.

Additionally, the Hub signposts learners to training opportunities provided by external parties, such as the UN Global Compact Academy platform, where they can further enhance their sustainability awareness.

Community education in India

Our international presence gives us the opportunity to help improve access to education globally.

First, however, we need to recognise where our expertise, skills and resources can make the greatest impact. In India, for example, Kennedys IQ are working to eliminate structural barriers in education through an extensive outreach programme which is helping local children and young people access technology-focused educational opportunities. The team have developed a smart classroom at Government Tribal High School, Indinjar, close to their Kerala office, which supports the Smart School Programme aiming to 'future-proof' classrooms with modern facilities and instil fun in learning.



Developed to reduce disparities between those educated privately and by the state, the classroom exposes children to new methods of learning that they would otherwise not experience, and offers an enhanced learning platform to support this.

// I have been involved in teaching and financially helping eligible students from the disadvantaged community in my state. I have helped build a home for a mother who lost both her sons, been involved in lots of flood relief activity in Kerala, was part of the team which fundraised for the Ukraine campaign and have also recently been part of a team who built Miyawaki forest in Technopark as part of reforestation.

Tony Joseph,
CEO, Kennedys IQ, India

Our targets



- By 2025, 50% of our people will have engaged with our Responsible Business Learning Hub.
- 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.
- By 2025, we will provide career insight and skills development opportunities through our outreach initiatives to 1,500 people.

Accessing education at every stage of life can help to alleviate poverty and promote inclusive, sustainable economic growth.

That's why Kennedys is aiming to play a major part in enabling our people and those in our local communities to access relevant skills and learning opportunities to support their success.

For our people, our vision is to develop a best in class performance and client-centric culture, ensuring our people have the mindset, skills, and capabilities to help our clients find more certainty in an increasingly uncertain world.

We also deliver outreach programmes for young people who have ambitions to pursue careers in the legal sector. We offer a variety of opportunities, from insight days to in office and virtual work experience, and tailored support that aims to reduce the barriers faced by those from low socio-economic backgrounds.

In the past year, we supported and provided a unique insight into the law and Kennedys for 530 students from diverse backgrounds, cultures and locations.*

**Based on Academic Year 2022-23.*

// We are focused on attracting, retaining and developing our people through creating a learning culture that enables them to reach their potential, succeed and thrive.

Rachel MacDonald,
Head of Learning and Development

Student outreach partnerships

At Kennedys, we want to play our part in enabling young people to access careers in the legal profession, particularly focusing on those who lack the professional networks and skills required to enter the world of work. Through partnerships and activities, we help young people access meaningful and relevant education and learning opportunities to achieve their full potential. At the same time, our work gives Kennedys employees an opportunity to use their professional expertise and life experiences to support the younger generation.

Building essential skills with Envision

Envision is a UK-based charity that empowers and prepares young people from under-resourced backgrounds to enter the world of work. The organisation helps to develop essential skills and confidence through tackling social issues affecting local communities.

Funding from Kennedys supported 19 young people from Broadway Academy, Birmingham to complete the Envision programme, with 13 Kennedys employees volunteering as mentors. The two student cohorts developed their own social action projects. One was a 'cultural carousel initiative' to tackle racism and cultural diversity in their school community; the other focused on educating peers about climate change.

A Birmingham Envision graduate said, "I've improved on my communication because I don't normally speak to anyone around school, but now I feel way more confident to do so."



Kennedys volunteers gave 106 hours of mentoring through Envision and were awarded Mentor Team of the Year in May 2023.

Changing futures

In the UK, family income is the strongest predictor of how well a young person will do at school and the future opportunities they will have. Kennedys works with Future Frontiers to change this, taking part in its coaching programme that allows students to explore and connect to pathways they otherwise might not have thought possible.

The 13 Future Frontiers volunteers from our London Finance Department provided 51 hours of career coaching to 18 students, helping them assess their strengths and weaknesses, explore a fulfilling career, and access information about jobs and employers.

// Seeing the enthusiasm and curiosity of the young people whose career aspirations we helped shape was a reminder of the importance of giving back and the value of mentorship.

Richard Welch,
Head of Financial Systems
and Future Frontier mentor

81%



Students agreed their coach helped them find an inspirational career

75%



Kennedys' mentors agreed that supporting a young person had a positive impact on their wellbeing

88%



Kennedys' mentors agreed the programme was highly rewarding

Our work experience and insight programmes

We offer a number of programmes that provide real-world experience and learning pathways for young people seeking a career in the legal profession. Collaborating with external partner organisations, our global teams have delivered numerous insight days, work experience schemes and skills development workshops to promote legal career pathways and expose young professionals to what working at Kennedys is like.

Here's some of the positive feedback our schemes have received. We look forward to developing them further.

Dublin

Our Dublin team provided work experience for four young people, showing what a traineeship at Kennedys would be like.

// Thank you all so much for the incredible experience! I can say without a doubt that my time here has made a huge impact on my legal education and career. Kennedys has taught me so much!

Student from the scheme

Manchester

Our Manchester office hosted its first 3-day 'Step into Law' work experience programme, welcoming eight Year 11 students from Loreto College, a local college educating 16-18 year olds.

// I really liked that we were sitting in different departments every day, so we got a little taste of everything. Any questions we had were answered and I loved that we got to meet junior members and senior members, so we got an insight into how your career progresses.

Student from the scheme

New York

Our New York team partnered with Eastchester High School to host two 10th–12th grade students for a five-week work experience programme. Once completed, each student created a poster to reflect on their experience.

Madrid

Our Madrid team joined forces with the Regional Madrid Government to help two students learn more about Kennedys, law studies and the Spanish legal sector. This experience helped them decide their future careers by showcasing the wide range of legal career opportunities.

Scotland

Our Edinburgh and Glasgow offices hosted four students for a hands-on, one-week paid work experience placement. In addition, the offices ran a virtual insight day for over 160 attendees, supporting young people from underrepresented backgrounds in their career decisions.

// An invaluable opportunity which has been nothing short of inspirational.

Student from the scheme

Mexico

We made the insurance sector more accessible to students from a wide range of socio-economic backgrounds with our networking event, Q&A and history session.

// I am very grateful for this opportunity. I had no idea that insurance was so broad and that you could practice law in this way.


Student from the scheme

Goal 10: Reduced inequalities

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



Our targets



- We aim to have a 40% female partnership by 2030, globally.
- We aim for 10% of those promoted to the partnership in the UK annually to come from ethnically diverse backgrounds.

// We have identified some key priority areas but we recognise that diversity is not one dimensional and people do not experience their diversity characteristics in isolation. We will continue to champion and celebrate all forms of diversity, both visible and less visible.

Marianne Blattès,
Senior Diversity, Equity and Inclusion Manager

At Kennedys, we endeavour to represent the diversity of our people, clients and communities by creating an inclusive culture in which everyone, regardless of background, identity, or circumstance, can be themselves at work.

Diversity is a core part of our identity. Our people come from all over the world and bring with them their own cultures, languages, backgrounds, and experiences. We need to recruit and retain diverse talent with different skills and viewpoints to help us tackle the complexities of our changing world so that we can continue to provide exceptional service to all our clients.

Our global Diversity, Equity, and Inclusion (DE&I) strategy

To help focus and measure our DE&I efforts, we have prioritised five strands of diversity globally.

These are:

- Gender
- Race and ethnicity
- LGBTQ+
- Social mobility
- Working families

We are championing each strand of DE&I through four pillars of activity which reflect different channels of strategic DE&I implementation within Kennedys.



Our global strategy aims to embed DE&I into culture and all processes.

Four pillars of DE&I activity

Employee lifecycle
Embedding DE&I into attraction, selection, retention and progression.
Data collection and analysis
Monitor data to identify trends and understand employees' experience.
Inclusive culture
Inclusive policies, employee benefits and processes.
Inclusive leadership
Role modelling inclusive leadership behaviours.

Actions to support Goal 10

Increasing gender representation

There is a gender imbalance at senior levels within the legal sector, and this includes Kennedys. We are working hard to address this imbalance within our firm and have made good progress. In 2020, we achieved our target of 30% female partnership, and have updated our aim to ensure we retain 40% female partnership by 2030.



Currently: 35% female partnership in the UK and 34% globally.

Our gender pay gap

Kennedys publishes gender pay information annually, as per UK legislation. According to our most recent [UK Gender Pay Report \(FY22\)](#) men within our firm are earning 23.23% more than women, 0.83% more than in 2021. The main contributing factor is the disproportionate number of women in junior and lower-paid roles. To address this gap, we are focusing on supporting, retaining, progressing and promoting women into well paid and senior roles in coming years.

Coaching 'Successful Returners'

Our 'Successful Returners' coaching programme helps people returning to work after parental leave or long-term absence. It ensures they can 'pick up where they left off' and continue to develop their career at Kennedys. Since 2019, 89% 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. We continue to develop and improve the programme through evaluation and feedback.

Championing International Women's Day

We know that promoting female empowerment is essential to reaching our representation goals. So as part of International Women's Day 2023, we launched a pilot shadowing scheme. 'Day in the Life' offers women in non-supervisory roles the opportunity to shadow female leaders within the firm.

// Not only did it provide me with the opportunity to meet people within Kennedys, it also allowed me to gain insight from a different angle by exploring the roles of other teams within finance and how they link with my role overall. This provided me with opportunity to consider a bigger picture of Kennedys, on a global scale.

Participant in the scheme

Promoting paths of progression

We continue to review and monitor our career paths for women, making sure they can access the mentoring and sponsorship that will ensure a balanced pipeline of succession, and help us meet our aim of 40% female partnership by 2030. We were one of the first firms in the UK to take part in the inaugural UK Mansfield Rule, which aims to broaden the talent pool particularly among those historically underrepresented in the legal profession and in law firm leadership. We have also signed the Law Society's Women in Law Pledge to declare our commitment to breakdown prejudices, stereotypes and biases that women face.



Promotions: Of those promoted to Senior Associate in 2022, 61% were women. Of those promoted to partner, 59% were women.

Prioritising women's health

In the workplace and society at large, we still see damaging stigmas around women's physical health, which can negatively impact our female employees' mental health. Our partnership with Peppy, a digital health app, seeks to address this, giving our UK employees direct access to support, education and advice concerning key topics: menopause, fertility, women's health, and parenthood.

To further take account of our female employees' needs, we signed the Menopause Workplace Pledge with 2,500 other businesses. We commit to raising awareness and actively supporting our people through menopause.

Hybrid work working policy

We created our hybrid working offer in 2021 to encourage the retention of diverse talent, to help more of our people balance home and work, and to make sure no one's career progression is disadvantaged due to parental or other caring commitments.

// The flexibility we now have since the pandemic means I can be there for my girls more – key events, dinner, and bedtimes.

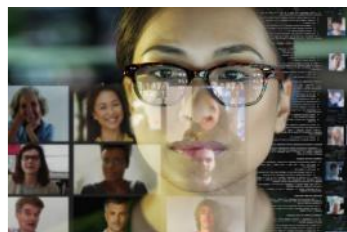
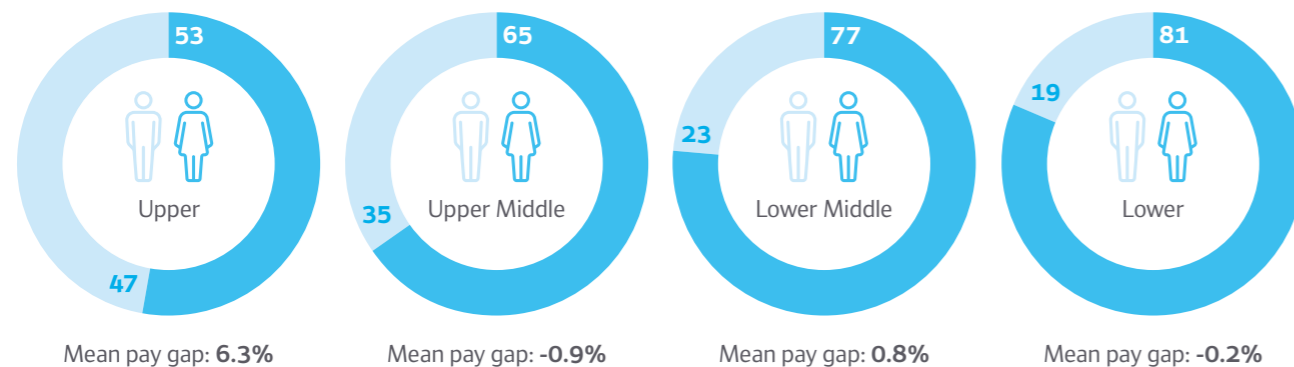
A working mother at Kennedys

Sponsoring the Insurance Supper Club

Kennedys is an official sponsor of the ISC, a business community that provides personal, professional and business development for women in insurance across the world. We regularly host ISC roundtables and networking events from Manchester to Chicago, using our global reach. We sponsored the first ISC US cocktail reception of 2023, providing an opportunity for ISC members to meet fellow successful women within the insurance market, as well as ISC US Chair Margaret Resce Milkint.

Proportion of female and male employees according to quartile pay bands (%)

We have a greater proportion of women in every pay quartile:





Improving race and ethnicity representation

We have made important strides with our DE&I agenda, but we recognise the lack of ethnic diversity at all levels across the firm, particularly at partnership level and in leadership positions. We are committed to creating a respectful and inclusive culture in which everyone can succeed, and feel safe, supported, and valued.

Our UK Race Action Plan is a three-year framework of commitments and actions to create meaningful change. It is informed by our existing efforts and rigorous data analysis and centred around three key aims: recruiting diverse talent, retaining diverse talent, and engaging our clients and working with the wider community. We will regularly monitor our progress and communicate this in future reports.

Our commitment:

We will improve the representation of ethnically diverse lawyers and business services professionals at all levels in our firm to better reflect the diversity of our clients and the communities we serve. We will stand up to racism at every opportunity and strive to improve the experience of ethnically diverse colleagues.

Here are some of our key aims and plans for each pillar:

Recruit diverse talent	Retain diverse talent	Engage stakeholders & the wider community
<p>We will:</p> <ul style="list-style-type: none"> Review recruitment processes to identify barriers and racial bias. Identify and collaborate with diversity organisations to increase the participation of Black and underrepresented students in our outreach programmes. Advertise legal and non-legal roles more broadly. 	<p>We will:</p> <ul style="list-style-type: none"> Deliver anti-racism training to partners and business leaders. Roll out our reciprocal mentoring scheme. Conduct listening sessions to gather employee experiences. Continue supporting existing networks and encourage the formation of new employee networks. Monitor promotion, retention and attrition rates based on diversity characteristics. 	<p>We will:</p> <ul style="list-style-type: none"> Brief suppliers on our DE&I objectives and expectations. Develop pro bono support for organisations that address racial inequality. Work and collaborate with clients on racial inclusion through joint initiatives.



Launching our three-year Race Action Plan builds upon our continuous work to improve representation within our firm. We will continue to work towards our aspirational goal of ensuring 10% of newly promoted partners come from ethnic minority backgrounds in the UK annually.



Our Race Fluency workshops aim to address racial bias within the legal sector. To help us, we've partnered with extense, a legal sector specialist consultancy that supports law firms on their mission to increase underrepresented talent retention and progression to senior levels.



Our reciprocal mentoring scheme enables underrepresented colleagues' voices to be heard and offers more senior professionals a chance to gain a broader perspective on the lived experiences of their colleagues who are part of marginalised communities. We recently launched the pilot in the UK and look forward to evaluating and reporting on the impact.

Driving inclusive culture and leadership

We strive to celebrate all forms of diversity, empower our people, and ensure everyone can bring their authentic selves to work. We drive inclusive leadership behaviours and promote role models to create a welcoming, accepting, and vibrant work environment. This is how we bring to life our core values of being approachable, straightforward, supportive, and distinctive.

Celebrating cultural diversity

For six years, we have been a global partner for the Dive In Festival, organising and hosting events around the world. Created by Lloyd's, the festival is the insurance industry's flagship event series for diversity, equity, and inclusion. It helps people achieve their potential by raising awareness of the business case and promoting positive action for diversity in all its forms.

In 2023, our presence was stronger than ever. Over the three-day festival, we were involved in 20 events across 12 countries, supporting the theme of 'Unlocking Innovation: The Power of Inclusion', ensuring individuals within our global network feel seen and celebrated for who they are. This year, we joined our Muslim colleagues in celebrating Eid al-Fitr, and celebrated a range of different cultural traditions in our LATAM office.

Building an inclusive workplace

Prioritising inclusive leadership: Our partners are trained in inclusive leadership. Participants receive training to be authentic leaders, which includes understanding the lived experiences of those who identify as coming from an ethnically diverse background.

Sponsors for race: We have elected two senior sponsors for race in the UK, who are responsible for supporting the Race Action Plan and ensuring minority ethnic diversity remains top of the agenda. We plan to roll out our senior sponsor roles globally to achieve greater diversity.

Flexible holiday swap scheme: This lets Kennedys employees swap a public holiday for a day of cultural significance to them, such as a religious holy day, subject to jurisdictions within our operating countries.

Partnering for change: We collaborate with professional networks and platforms to attract and retain the best talent across our global offices.



We work with **Link** and **myGwork** to attract, support and retain LGBTQ+ colleagues.

Let's start the conversation

We host quarterly webinars to educate our people and encourage open conversations regarding diversity-related topics. For example, we have welcomed:

- Petra Velzeboer to discuss why mental health matters.
- Adam Dubin to discuss the history of LGBTQ+ rights movement.
- Vanessa Chikaka to explore the origins of colourism, its challenges and prevention.
- Julian Richard from extense to share his 1% study findings as part of Black History Month.

Addressing social mobility and access to the legal profession

Two-thirds of senior leaders in the legal profession are from families with a professional background, more than double the UK average proportion. We are committed to addressing social mobility and improving access to the legal profession by reducing the injustices, inequalities, and invisible barriers within our sector.

Mentoring with meaning

We recognise the need to collaborate with fellow law firms, charities, and institutions to make a significant shift in diversity representation within the sector.

Our partnership with Aspiring Solicitors (AS) aims to increase diversity in the legal profession by providing enhanced assistance to underrepresented groups, which includes those from lower socio-economic backgrounds, LGBTQ+ candidates, minority ethnic candidates and candidates with disabilities.

We are proud to have 16 AS ambassadors who are available to support and mentor students from underrepresented backgrounds. Each ambassador has an online profile and bio that students can access to learn more about each individual's trajectory into the law.

// I feel proud to work for a firm where there is a real commitment to tackling issues and effecting change. I am committed to helping and inspiring the next generation of lawyers.

Avinder Sidhu,
Partner

For our most recent Solicitors Qualifying Examination (SQE) training programme in the UK, 27% of applicants were AS members, and 21% of those offered a trainee role were AS members. We look forward to developing this partnership further and seeing incremental change each year.

Kennedys also has 50 GROW mentors, each of whom offer tailored advice via regular emails, video calls and mentoring events to mentees. GROW supports diverse lawyers and addresses intersectionality within the profession.

// I have been to a few insight days at law firms, however, this one really stood out to me. It was truly an unforgettable experience, and I am deeply appreciative of the team's hard work and dedication in making it happen.

A GROW mentee

Empowering Every Child Online

Whilst we are focused on increasing access to the legal profession, addressing social mobility in a wider sense is also important to us. We work with Every Child Online UK to help close the digital divide and support its mission to help children gain the digital skills necessary to compete for jobs and pursue higher education.

Donating our IT equipment has the dual effect of minimising the environmental impact of IT when we no longer need it and supporting the digital inclusion of young people.



In 2022, we donated:
570 PCs; 1,048 monitors;
23 TVs; 40 laptops; £1,000;
which is the equivalent of
£161,745.

In supporting this initiative, we helped save 64 metric tonnes of e-waste from landfill – the equivalent of 6 double decker buses!

// I'm delighted that Kennedys has partnered with Mike and the team at Every Child Online UK to support their mission for all children to have the educational tools they require, and for us to be able to help contribute to improving their learning experience. It is very humbling to see how our equipment has been utilised and the difference it's making.

Claire Renouf,
Head of IT Operations

Nurturing a neuroinclusive workplace.

We are working hard to provide better quality working environments for our neurodivergent colleagues.

We have partnered with GAIN (Group for Autism, Insurance, Investment and Neurodiversity) to support our efforts to become a neuroinclusive workplace. Together, we are working to establish a support community to help raise awareness of the many benefits associated with neurodivergence.

As a corporate member, our people can attend associated events, such as those for World Autism Awareness Week, and seek support from like-minded individuals.

Supporting working families

Many of our employees are parents or carers, which can place additional stress on busy people and potentially limit future opportunities. While this diversity strand is closely linked to gender (because we know women still take on the lion's share of caring responsibilities globally), we support all family members through our various partnerships.

Our family-friendly leave

Becoming a parent is an important milestone for any person. We support all our people and aim to make the transition as smooth as possible. Our family-friendly leave policy covers everything from parental leave, to foster care leave and compassionate leave.

Finding a work-life balance is harder than ever, and we know financial stress is a huge contributor to this. We offer a nursery scheme to support parents and carers, offering vouchers so our people to save up to 4.7% on nursery fees for children up to the age of five. Plus, the private medical insurance we offer offers a £100 baby bonus, and Family Planning and Fertility Reimbursement.

Headspace for family mindfulness

Headspace is the science-backed mindfulness and meditation app which offers a range of tools and resources to help reduce stress, build resilience, and aid better sleep.

Every employee can access the Headspace app to support their work and home lives. Among other benefits, the app has an area designed to support parents and carers in balancing busy schedules. By helping them to be more present in their day-to-day lives the app can positively impact their wider household.



Goal 13: Climate action

Our commitment: We aspire to become a net zero firm by no later than 2050.



Our targets

- By 2030, we will reduce our Scope 1 and 2 emissions by 70%, relative to FY20 baseline.
- By 2030, we will reduce our Scope 3 emissions by 28%, relative to FY20 baseline.

Our global reach means we see the impact of climate change in a range of ways, and that's why we're taking urgent climate action to ensure a sustainable future for people and planet. We understand the need to minimise the impact of our business operations, prevent pollution and protect the environment. We are working towards our science-based emission reduction targets and are developing our net zero strategy.

We are growing our environment team, and we strive to continuously improve our environmental management strategy and system — and improve our overall environmental performance — by:

- Employing best practice to enhance our efficiency and reduce our consumption of utilities, resources, and raw materials
- Developing our business processes to continually collect, measure and track our performance.

// As a global law firm, we recognise the impact we have on the environment. We also recognise the part we have to play in the fight against climate change. At Kennedys, we are committed to improving our environmental performance and where possible eliminating our footprint, which is why we've set ambitious carbon reduction targets. We publish our emissions data annually because transparency is a priority for us – with our people, our suppliers and our clients.

Olivia FursseDonn,
Sustainability & Environmental Manager

Our carbon footprint

In alignment with the Greenhouse Gas (GHG) Protocol, we have calculated our carbon footprint. 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
- Business travel
- Franchises
- Employee commuting
- Waste; and
- Upstream leased assets

Our Scope 3 emissions have decreased by 28% compared to FY22. This is largely driven by the decrease in emissions derived from the Purchased Goods and Services (PG&S) category, which accounts for 75% of total Scope 3 emissions, followed by the Capital Goods and Business Travel categories, which account for 10% and 8% respectively.

In FY23, we used supplier-specific emission factors in our emissions calculations for the PG&S and Capital Goods categories. This change in methodology improved the accuracy of our calculations. Therefore, the reduction in Scope 3 emissions in FY23 is not wholly a result of actual emissions reductions; PG&S and Capital Goods emissions have decreased due to a reduction in carbon exposure due to methodology improvements implemented from FY22 to FY23.

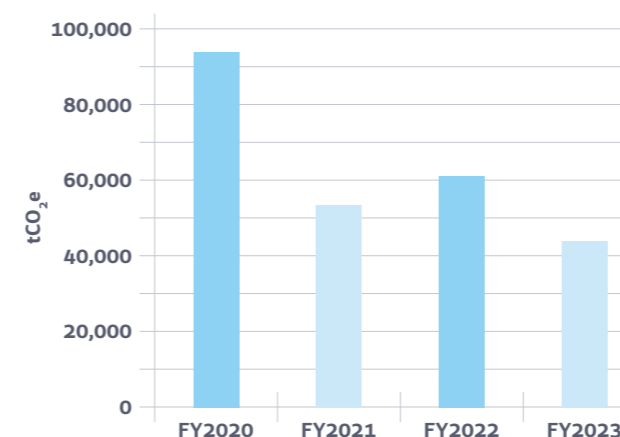
In addition, we used actual data to calculate the Upstream Leased Assets and Franchises categories in FY23, whereas in FY22, our emissions were estimated across these categories using spend data. Actual data across these categories was not available in FY22. This change in methodology has resulted in a decrease in our emissions by 91% and 22% across the Upstream Leased Assets and Franchises categories respectively.

Whilst the decrease in Scope 3 emissions is largely a result of our methodology changes, across other Scopes, such as Scope 2, emissions have decreased as a direct result of changes to our core business operations. For example, our Scope 2 emissions decreased by 51% from FY22 to FY23 because we increased our procurement of renewable energy throughout our global sites.



Accounting for all global direct and indirect emissions, our total carbon footprint for the financial year 2023 (FY23) is **43,912 tCO₂e**, of which 98% is associated with Scope 3 emissions.

Total GHG emissions





Our net zero ambition

Having already gained SBTi validation for our near-term carbon reduction targets, we aim to be a net zero firm by no later than 2050, in line with climate science and the Paris Agreement. To achieve this, we are continuing our longstanding partnership with industry experts Accenture, who will help us determine the most appropriate long-term target methodology and establish a residual emission carbon removal strategy for Kennedys globally. Our Scope 2 and 3 emissions have decreased this year, and we are on track to meet our targets.

Priorities for implementation

We have developed a clear and coherent strategy to implement carbon reduction initiatives across our firm, targeting the areas where Kennedys can make the most significant carbon savings. Based on our environmental performance, we have identified four main transition areas on which to focus, each targeting at least one GHG Protocol scope.

1. To reduce Scope 1 and 2 emissions, we will improve the efficiency of our premises.

In FY23, 23.9% of our offices worldwide were procuring renewable energy. We aim to procure all energy by renewable means by 2030 to significantly reduce our Scope 2 emissions (i.e. those that result from the generation of purchased or acquired electricity and heat).

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

We currently hold ISO14001:2015 certifications for eight of our UK offices and are working on a policy to ensure similarly high standards across all our global offices.



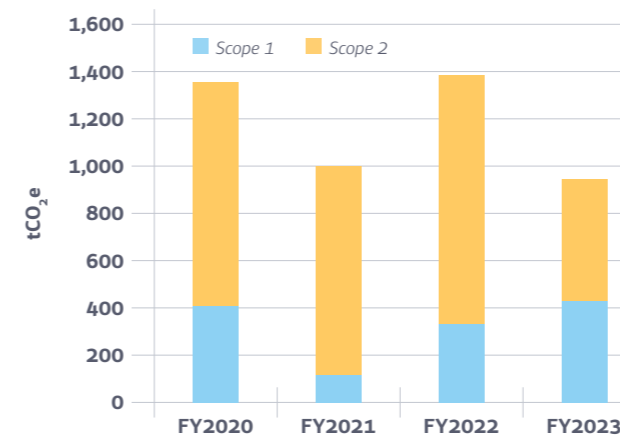
Seeking sustainable office spaces

In December 2022, our London office moved into the iconic 'Walkie Talkie' building, rated 'excellent' by the internationally recognised Building Research Establishment's Environmental Assessment Method (BREEAM). The building also ranked third in the UK's inaugural CUBE competition, which was introduced to champion reduced energy consumption and encourage occupier engagement in commercial buildings. One hundred percent of the Walkie Talkie's electricity is generated from accredited renewable schemes. Since March 2022, the building's energy efficiency has prevented 1,176,115kg CO₂e of emissions entering the atmosphere.

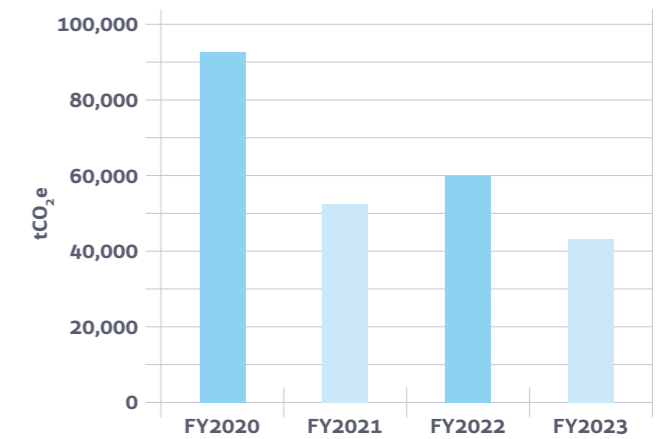
This move is an example of how we will ensure our new office spaces align with the firms' environmental priorities going forwards.

Progress towards our emissions targets

Scope 1 & 2

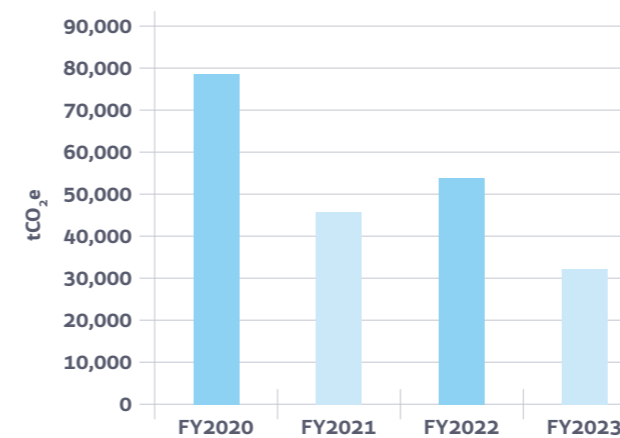


Scope 3

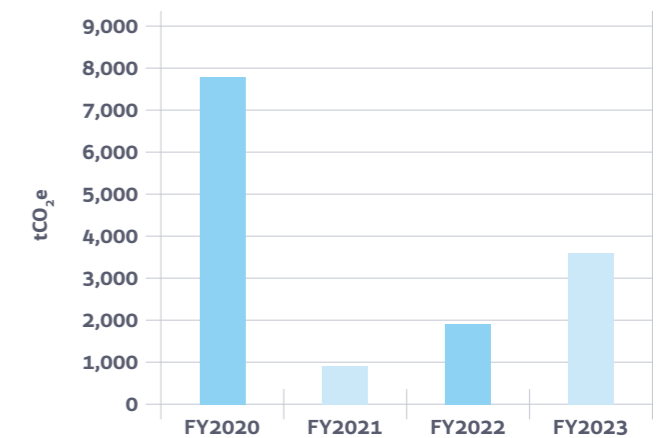


Annual comparisons

Purchased goods & services



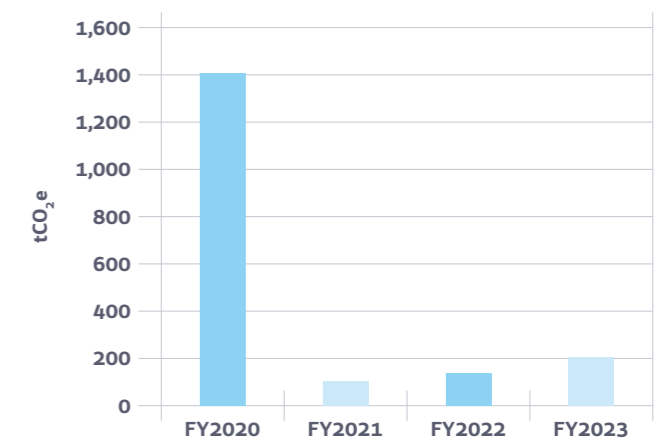
Business travel



Employee commuting



Waste



2. To reduce Scope 3 emissions, we will encourage our people to use more sustainable travel options.

As a global firm, we must travel all over the world to meet our clients. Business travel accounts for 8% of our overall carbon footprint. We strongly encourage our people to travel using the most sustainable means, and we are reviewing our Business Travel Policy to reflect this. Our car fleet is most prominent in the UK, and we recognise the impact of this scheme on our Scope 1 emissions. We are in discussion with our Partnership as to how this could be phased out or switched to electric vehicles. We are working with our consultants, Accenture, on a continuous basis, to understand developments in the travel industry and how best practice can be adopted by Kennedys firm-wide.

3. To reduce Scope 3 emissions, we will engage suppliers in our net zero ambition.

Purchased goods and services account for 75% of our overall footprint. That's why our supply chain is of such strategic prominence in reducing emissions. We conduct environmental risk assessments to determine those suppliers that require support in setting their own decarbonisation targets and have integrated sustainability criteria into our procurement and onboarding processes. These include establishing whether, for example, suppliers:

- Are members of the UN Global Compact
- Have SBTi accredited net zero targets
- Undertake product life cycle assessments (LCAs); or
- Procure renewable energy

// In the pursuit of net zero emissions, our commitment to engaging suppliers in sustainability is paramount. With 75% of our footprint stemming from purchased goods and services, our supply chain is the cornerstone of our emission reduction strategy. We empower our suppliers to set decarbonisation targets through environmental risk assessments and integrated sustainability criteria. This includes partnering with those aligned with the UN Global Compact and SBTi, and embracing renewable energy.

Ross Steer,
Sustainable Procurement Manager

4. To reduce Scope 1, 2 and 3 emissions, we are committed to investing in our strategy.

Achieving net zero is no easy feat, and we must use the latest technology and expertise to record, measure and ensure the integrity of our environmental performance data. We are collaborating with fellow legal service providers to supply relevant carbon and ESG training and education, which is crucial for industry-wide reductions.



The Greener Litigation Pledge

We are a founding signatory of the Greener Litigation Pledge, an industry-led commitment to reduce the environmental impact of dispute resolution in England and Wales, in line with the Paris Agreement. We have been involved in leading the development of a Greener Litigation Toolkit, which helps members of the legal profession implement sustainable practices across key stages of the litigation lifecycle.



Actions to support Goal 13

Educating for sustainable development

Climate education at Kennedys goes beyond 'awareness'. We want to foster deeper knowledge, so our lawyers understand the real-world impacts of the climate challenges we face and understand how they connect to their legal work.

Our Responsible Business Learning Hub hosts SDG 13: Climate Action training, covering components such as causes and effects of climate change, limiting global temperature rise to 1.5°, and becoming net zero.

By collaborating with subject matter experts, we help our people turn newly-formed knowledge into actions they can apply to supporting their clients.

For example, we partnered with sustainability consultancy Bright Tide to produce a webinar series exploring climate change and biodiversity loss, and the associated impacts relative to the insurance industry. Over 400 employees watched this training and other similar sessions on our learning platform.

The Bright Tide webinar series included ...

- Curious about climate change?
- What's the buzz about biodiversity?
- Why we need to protect our oceans!
- Can we create value with sustainable finance?

// I really found it very engaging. The expert speaker was great and I was impressed that the Kennedys partner hosting was from the Marine team.

A series attendee

Hosting our second Eco Awareness Week

Each year, we hold an Eco Awareness Week to raise awareness of local and global environmental initiatives within the firm. Collaboration is key to tackling the climate crisis, which is why we host our week alongside other global environmental campaigns, such as Earth Day or COP.

The week highlights how employees can support our emissions reductions goals. It also gives them the knowledge and power to navigate the environmental arena in their personal lives with responsibility and confidence. We provide engaging talks, webinars and resources, and we host internal initiatives throughout our global offices. Our 2023 Eco Awareness Week included activities such as:

A conversation with our carbon consultants and a jargon buster.

We shared our environmental progress alongside Accenture and provided resources to bust sustainability jargon and enhance understanding.

A word from the Climate Comedian.

We know that climate change can be confusing and overwhelming, so we enlisted the award-winning Dr Matt Winning to lighten the load and restore faith that there is hope for the future!

// I have been engaged, laughing but very informed throughout. Using humour to get a very serious message across was absolutely brilliant in my opinion.

Attendee

A calculator for your carbon footprint.

We encouraged employees to calculate their personal carbon footprints, not to place blame, but to gain perspective and get involved. For example, our “Life in Plastic, Isn’t Fantastic” campaign showed employees how to use their purchasing power to make a difference and recommended sustainable product and brand alternatives.

A new clause for climate change.

The Chancery Lane Project (TCLP) pro bono team has published new liability insurance clauses related to climate change, which the team discussed at the TCLP webinar attended by more than 100 colleagues.

// I was previously unaware of the potential ways I could help the direction of the firm’s ESG strategy and journey through becoming a designated climate champion.

Kennedys employee

Our partnership with Ocean Bottle

We’ve partnered with Ocean Bottle, the organisation which uses the proceeds from every reusable bottle sold to fund the collection of 1,000 ocean-bound plastic bottles before they enter the water.

As part of the partnership, we gave every London-based employee and contractor a branded, reusable beverage container. This supports our transition towards the phase out of single-use plastic and implementing a zero-plastic policy. Through our work with Ocean Bottle, we are making good progress towards the global quest for ocean health, social good, climate action, and circularity.



To date, through our partnership with Ocean Bottle we’ve funded the collection of **7,912kg of ocean bound plastic, the equivalent of 685,000 single-use plastic bottles!**

Award for our Green Performance in Hong Kong

Kennedys Hong Kong is part of the Green Performance Pledge Scheme, designed to implement sustainable development within rental offices. The office shares data on waste, has installed smart water meters, collaborates with other tenants to develop best practice, and ensures accurate data collection.

Our Hong Kong office achieved a platinum rating for performance in the scheme’s Green Performance Pledge Award, ranking in the top 7% of participating organisations. The award recognises energy, water efficiency, waste reduction and recycling efforts, and encourages us to strive for environmental and sustainability excellence within our offices.

Partnering with The Canopy Project in India

We pledge to donate £5 to The Canopy Project for the first 2,400 hours of volunteering completed by our people. This global reforestation initiative helps restore nature and biodiversity, and supports ecosystem health vital to our wellbeing and defence against climate change.

The Sundarbans, abundant in fauna and flora, are a UN world heritage site, endangered by rising sea levels and frequent cyclones and storms. Our volunteers’ efforts have contributed to a reforestation project in India, which aims to protect these local communities from the increased frequency and severity of extreme weather events by planting mangrove tree species. We look forward to developing this partnership further and reforesting more areas in need of restoration.



3,930

Hours volunteered during 2022-23



US\$14,385

Donated



14,358

Mangrove trees planted



Goal 16: Peace, justice, and strong institutions

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



Pro bono in a law firm context is the provision of legal services to individuals, charities or community groups that cannot afford them. It uses lawyers' legal skills as a force for good and is one of the most impactful contributions we can make to address societal inequalities. At Kennedys, we believe pro bono work offers our lawyers professional skills and development opportunities, whilst benefitting the communities in which we operate. It also serves as a platform for networking with other professionals and gaining exposure to different areas of law.

// Doing pro bono legal work provides lawyers, new and well-established, the best of both worlds — the opportunity to further a cause they care about alongside people they care about, and an opportunity to work on some of the most cutting-edge legal work available.

Sarah-Jane Dobson,
Partner and Pro Bono Sponsor

Developing a structured, firm-wide pro bono programme is a priority as we aim to expand our impact in this area.

Our Pro Bono Pathways programme

We want to ensure that, when our lawyers participate in pro bono work, they also contribute to the firm's objectives and advance the SDG agenda. We are making progress on creating opportunities for lawyers to give back. This year, we established our pro bono matter inception process to facilitate individual lawyer's involvement in supporting pro bono clients and legal training activities.

Actions to support Goal 16

Delivering CyberWise Bootcamps

In the UK, we partnered with social value consultants, ANTZ, to provide CyberWise online bootcamps for the Manchester small and medium sized enterprise (SME) community. Cyber-attacks are a present and increasing risk for all organisations, threatening financial loss and reputational damage. Since SMEs are particularly vulnerable to these threats, we used our extensive experience and knowledge from advising our clients to develop a workshop to help businesses prevent cyber-attacks and protect sensitive information.

George Chaisty, our Cyber & Data Partner and industry expert, discussed current cyber threats, risk management, incident response and data protection during the one-hour workshop, helping Manchester SMEs become more resilient.

- // Lots of good information and knowledge.
- // George was an enthusiastic and informed presenter who kept the subject easy to follow.
- // I will share the info with our staff about the importance of regularly changing passwords and using multi-factor authentication. I am thinking of a training for the staff to raise awareness of cyber security.

Workshop attendees

CyberWise Bootcamp by numbers

25

Attendees from 19 sectors including video animation, psychological services, non-profits and education



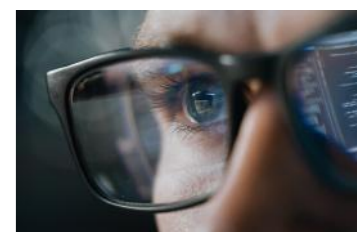
8.7/10

Event rating



6

Follow-up requests for further legal advice





Insuring against climate change

In partnership with The Chancery Lane Project (TCLP) we have developed two clauses which, for the first time, allow insurers to offer their commercial clients liability cover for climate-related injury or property damage claims.

Seb & Abby's Clause provides climate-related liability cover and works in conjunction with Connor's Clause, which requires policyholders to put in place a robust net zero transition plan, including emissions reduction targets, before the commencement of cover.

TCLP is a global network of over 3,600 legal and industry professionals from 350 participating organisations, collaborating to create free, contractual clauses that make tackling the climate crisis part of the drafting process in all contractual documents.

// It's been incredibly exciting to have led such a pioneering project, which is pushing boundaries and encourages insurers to think about what new products they can develop to help tackle climate change.

Denise Eastlake,
Legal Director

// These two new clauses are the first of their kind in the UK insurance market and incentivise companies to implement robust decarbonisation plans. We are looking forward to seeing them used in insurance policies to drive industry best practice.

Becky Annison,
Director of Engagement, TCLP

Removing barriers for pro bono clients

Amplify Goods is a social enterprise committed to reducing the use of single-use plastics. Led, owned, and funded by women, the organisation works with supply chains to provide eco-friendly essentials to companies that care about the planet. Kennedys approved the introduction of Amplify Goods' products to its own offices, and supported the organisation by assessing legal elements of product packaging, product claims, website, and user-facing materials.

// As a small start-up with intersectional women at the core of our work, we're incredibly grateful to have the expertise of an all-female Kennedys' team in creating a solid foundation from which to achieve our urgent and vital climate mission, in partnership with businesses that care who buy our products.

Pasha Michaelsen,
Co-founder, Amplify Goods

Solving a Medical Supply Drive

The pandemic brought the world to a halt, but millions of frontline workers stepped up. This is why we are proud to assist the Medical Supply Drive (MSD).

MSD is a UK-based charity created by NHS doctors and medical students in response to the urgent need for personal protective equipment (PPE) during the pandemic. Having successfully provided critical supplies, such as gloves, masks, and goggles to NHS staff during the COVID-19 outbreak, Medical Supply Drive is no longer required in its existing state. Therefore, we are supporting the MSD team and trustees to go through the process to wind up the charity, which includes:

- Donating surplus assets to similar charities.
- Drafting relevant documents (like deed of gift and trustee resolution).
- Advising trustees on data protection, IP and closing the website.

Preventing child exploitation with The Children's Society

In partnership with The Children's Society, we are supporting their work to make the world safer for future generations. Each of our offices are looking at what is important to them and how they can contribute to the charity's work.

For example, volunteers have tested new child exploitation training modules designed by the charity that form a wider corporate training programme for the travel, hospitality and financial sectors. Looking ahead, we will be exploring other ways we can support The Children's Society and improve the insurance industry as a whole.

Thrive Together, make a difference

A key aim of our Responsible Business Strategy is to make a positive social impact, which includes making a difference on issues that are important to our people, our clients, and our communities.



At Kennedys, we know the skills, ideas and experiences of our people are key to delivering our responsible business objectives and achieving the SDGs.



We encourage and empower our people to use their skills and time to contribute to positive social change.

We encourage our people to become active members of their local communities and find ways to support organisations and charities that are meaningful to them. We run a matched giving scheme every year, where funds raised through charitable endeavours are matched by the firm.

We also partner with the Insurance Industry Charitable Foundation (IICF) and promote the eight-day IICF Week of Giving in October across our US and UK offices. The initiative sources relevant volunteer opportunities, both in person and online, and encourages group project collaborations. The IICF awarded our school outreach partner, Envision, a grant to fund their Birmingham social impact programme this year.



Mission: Our aim is to create a lasting, positive social impact on issues that are important to our people, our clients and our communities.



Vision: Thrive Together is all about fostering a culture where our people have the flexibility to participate in our firm-led initiatives and champion projects that align with their personal interests.

Thrive Together

As an evolution of our ongoing social impact initiatives, at the end of 2023, we will introduce our Thrive Together programme, which aims to improve the volunteering experience at Kennedys. Those who wish to run their own initiatives will be able to access our new volunteer handbook and Thrive eLearning, an online resource offering step-by-step guides on planning events and activities, including how to identify charity partners and projects, request funding and organise fundraising events.



This year we're proud that **our people dedicated 3,930 hours of volunteer time** to work towards our priority SDGs. **Our annual charitable donations were £177,154.**

Our social impact focus areas:

Pro bono pathways	Community collaboration	Impact through our operations
We believe in the power of pro bono to tackle social issues and expand the horizons of our legal professionals. Offering pro bono legal advice to non-profits and individuals benefits society and helps our lawyers to develop professionally.	We recognise the importance of collaboration in driving change. We create partnerships with schools, charities and grassroots initiatives in our local communities to deliver support where it is needed most.	In order to thrive, we recognise the need to be open to new ideas and actively seek new opportunities for influencing positive social change through our everyday business operations.

Actions to support the SDGs under Thrive Together

Our people have been involved with a number of initiatives that address the SDGs. This all forms part of our work to encourage them to become active members of their local communities.



1 NO POVERTY

Donations for Smartlife

Smartlife is a not-for-profit organisation based in Dubai that helps workers in local camps, who only have access to basic facilities. Colleagues in Dubai donated to Smartlife's Christmas appeal for the second year, creating 120 hygiene packs and distributing them to workers in a factory camp in Al Qouuz. The packs included essential items such as toothbrushes and soap. Kennedys will continue to support Smartlife and the important work they do.



5 GENDER EQUALITY

Promoting equality in football

A Legal Secretary at Kennedys became a Her Game Too Ambassador at West Bromwich Albion Football Club (WBA) in the UK, joining over 100 ambassadors, dedicated to creating a safe and welcoming football environment, with equal access to resources and opportunities. They have already produced flags for the Albion ground to promote the campaign and are collaborating with the WBA's women's team to see what can be achieved next.



3 GOOD HEALTH AND WELL-BEING

Creating joy with the Rainbow Trust

In just the past few years, Kennedys UK has raised £203,580 for the Rainbow Trust, a charity committed to reversing the damaging decline in young people and children's health. Fundraising came from a wide range of events and activities, including the London Marathon 2022, two sky dives, Royal Parks runners and even stair climbs! Our donation will provide more than 7,800 hours of support (the equivalent of almost an entire year of 24/7 help) for a family with a seriously ill child.

Social connections through community

In 2023, 95 members of our UK Healthcare Team spent the day at Snakehall Farm to support The Prospects Trust: a work, skills and training provider for people with additional needs, learning disabilities or autism. The team completed a range of tasks to create a new nature reserve. Their work included harvesting, planting and building an accessibility ramp, and the team donated £1,000 to support the cause.



8 DECENT WORK AND ECONOMIC GROWTH

Supporting displaced Ukrainian legal professionals

Ukraine's recovery will be a massive undertaking, but we are contributing in our own way. We have collaborated with the Spilka network, a group of displaced Ukrainian legal professionals who have fled the conflict. Over 50 of our lawyers are supporting this project and are attending one-on-one sessions with Spilka network members which will include an English language programme incorporating language practice and skills development activities.

G Trek for Good


Members of the Kennedys Travel team scaled Morocco's Mount Toubkal, the highest peak in North Africa, raising funds for the four-day trek in aid of two charities. ABTA Lifeline assists those in the travel industry facing financial difficulties, while Planterra works to alleviate poverty through community-based tourism projects. Even more impressively, one member of the team completed the trek in high heels!



10 REDUCED INEQUALITIES

Funding fun days out

We donated £7,100 to KidsOut in the UK, an organisation dedicated to giving disadvantaged children positive experiences to support them becoming future members of our society and workforce. Our grant funded over 100 fun days out and 50 toy boxes for families who otherwise wouldn't be able to afford them. We also donated bikes and footballs in collaboration with the IICF.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Facilitating remedy through reuse

Following an office refurbishment, Kennedys Mexico donated unwanted office furniture to Utopio AC, a charity that supports children and young people living in poverty and works to reduce levels of violence within the community. This donation has helped to create safe, clean, and well-equipped meeting spaces used by the organisation to carry out their vital work changing the lives of young people.



14 LIFE BELOW WATER

Supporting Companies for Good

Our colleagues in Dubai partnered with local organisation, Companies for Good, to get involved in team activities that supported the environment. At the Jebel Ali Marine and Wildlife Sanctuary, employees were educated in the importance of mangroves in the fight against climate change and the restoration of biodiversity. The team volunteered to plant mangrove trees in the area — supporting over 300 species — and conducted a beach clean at the sanctuary.



Our people have been involved with a number of initiatives that address the SDGs. This all forms part of our work to encourage them to become active members of their local communities.



Part three / Appendix

Global Reporting Initiative (GRI) index

Kennedys has reported the information cited in this GRI content index for the period 1st May 2022 – 30th April 2023 with reference to the GRI Standards.

GRI Standard	Disclosure	Page Number(s)
GRI 2: General Disclosures 2021	2-1 Organizational details	64
	2-3 Reporting period, frequency, and contact point	1, 64
	2-6 Activities, value chain and other business relationships	12-15
	2-7 Employees	59-61
	2-9 Governance structure and composition	10
	2-11 Chair of the highest governance body	10
	2-12 Role of the highest governance body in overseeing the management of impacts	10
	2-13 Delegation of responsibility for managing impacts	10
	2-22 Statement on sustainable development strategy	6
	2-23 Policy commitments	42
GRI 305: Emissions 2016	2-28 Membership associations	56-57
	305-1 Direct (Scope 1) GHG emissions	58
	305-2 Energy indirect (Scope 2) GHG emissions	58
GRI 404: Training and Education 2016	305-3 Other indirect (Scope 3) GHG emissions	58
	404-1 Average hours of training per year per employee	61
GRI 405: Diversity and Equal Opportunity 2016	404-3 Percentage of employees receiving regular performance and career development reviews	61
	405-1 Diversity of governance bodies and employees	60

Certifications and affiliations

 <p>United Nations Global Compact</p>	<p>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.</p>	 <p>The Law Society</p>	<p>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 that women face.</p>
	<p>We have achieved a silver EcoVadis sustainability rating, which assesses 21 ESG indicators over four main themes: environment, labour & human rights, ethics, and sustainable procurement.</p>		<p>We are an official sponsor of the Insurance Supper Club (ISC), a business community that provides personal, professional, and business development for women in insurance across the world.</p>
 <p>SCIENCE BASED TARGETS <small>DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</small></p>	<p>Our near-term carbon reduction targets have been approved by the Science Based Targets initiative (SBTi), which drives ambitious climate action in the private sector by defining best practice in science-based target setting. We aspire to be a net zero firm by no later than 2050.</p>		<p>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.</p>
	<p>62% of our operational sites are ISO 14001: Environmental Management certified.</p>		<p>The Clean City Awards Scheme (CCAS) is run by the City of London Corporation to help drive sustainable business. We are a member of the scheme and help to improve engagement around sustainability and the transition towards a Plastic Free City.</p>
	<p>The Green Performance Pledge Scheme is a performance-based landlord-tenant collaboration working towards shared sustainability goals. Kennedys Hong Kong has signed the pledge and is working with landlords to achieve ESG goals.</p>		<p>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.</p>
	<p>We have joined 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.</p>		<p>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.</p>
	<p>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.</p>		<p>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.</p>
	<p>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.</p>		
	<p>The Mansfield Rule aims to boost representation among historically underrepresented lawyers in law firm leadership. We are Mansfield 2022-23 certified and achieved Mansfield Plus status in the UK and US.</p>		

ESG data

Environmental data

Greenhouse Gas ('GHG') Emissions

Category	FY2020 (Base Year) (tCO2e)	FY2021 (tCO2e)	FY2022 (tCO2e)	FY2023 (tCO2e)
Gross Scope 1 GHG Emissions	408.3	113.3	327.2	424.0
Gross market-based Scope 2 GHG emissions	946.5	880.9	1,046.4	509.0
Gross Scope 3 GHG emissions	92,808.1	52,468.6	59,822.6	42,978.0
Purchased goods and services	78,465.7	45,823.4	53,761.1	32,138.0
Capital goods	738.8	2,641.9	872.9	4,494.0
Fuel and energy-related activities	321.3	232.8	386.4	269.0
Upstream transportation and distribution	734.2	163.0	188.2	111.0
Business travel	7,802.7	887.3	1,906.5	3,578.0
Employee commuting	2,172.5	1,650.4	1,691.0	2,111.0
Waste generated in operations	1,406.5	98.3	132.5	199.0
Upstream leased assets	1,160.7	967.6	881.2	76.0
Franchises	5.61	3.9	3.0	2.0
Total GHG emissions	94,163.0	53,462.8	61,196.2	43,912.0

Social data*

Employee turnover

	Female	Male	Not Stated	Total
Total number of employees <i>(including Partners)</i>	1,544	866	2	2,411
Permanent	1,432	831	2	2,264
Temporary (FTC)	100	32	1	133
Local	12	3	0	15
Non-guaranteed hours	17	10	0	27
Full-time	1,276	833	2	2,111
Parttime	251	23	0	274
Total number of new hires	413	253	2	668
Employee age under 30	193	91	1	285
Employee age 30-50 years	147	118	0	265
Employee age over 50	27	18	0	45
No Age Stated	46	26	1	73
Rate of new employee hires	33.75%	31.03%	33.33%	32.80%
Rate of employee turnover	20.54%	20.10%	200.00%	20.61%
Employee age under 30	27.99%	38.66%	200.00%	30.86%
Employee age 30-50 years	17.98%	18.11%	200.00%	18.10%
Employee age over 50	14.26%	8.85%	0.00%	11.84%
No age stated	46.15%	78.57%	200.00%	61.86%

* All data is within the reporting period (1st May 2022 and 30th April 2023)

Employee diversity and pay

Metric	Category	FY23
Partner	Female	33.23%
	Ethnic minority	2.07%
	Under 30 years	0.00%
	Age 30-50 years	53.26%
	Age over 50 years	45.79%
Senior Lawyer	Female	58.77%
	Ethnic minority	3.15%
	Under 30 years	1.20%
	Age 30-50 years	83.51%
	Age over 50 years	14.24%
Mid-level Lawyer	Female	63.64%
	Ethnic minority	4.05%
	Under 30 years	22.33%
	Age 30-50 years	67.49%
	Age over 50 years	6.42%
Junior Lawyer	Female	73.47%
	Ethnic minority	5.03%
	Under 30 years	64.35%
	Age 30-50 years	29.39%
	Age over 50 years	4.22%
Business Services Management	Female	70.31%
	Ethnic minority	5.02%
	Under 30 years	0.87%
	Age 30-50 years	63.97%
	Age over 50 years	33.19%
Business Services Operational	Female	74.19%
	Ethnic minority	5.07%
	Under 30 years	26.57%
	Age 30-50 years	50.57%
	Age over 50 years	21.27%
All employees	Female	64.02%
	Ethnic minority	4.19%
	Under 30 years	22.02%
	Age 30-50 years	57.07%
	Age over 50 years	18.91%

Employees entitled to parental leave

	Male	Female	Not stated
Employees entitled to parental leave	866	1544	2
Employees that took parental leave	26	113	-
Employees due to return to work after parental leave	26	113	-
Employees that did return to work after parental leave	26	113	-
Employees returning from parental leave in the prior reporting period(s)	21	107	-
Employees retained 12 months after returning to work following a period of parental leave	21	107	-
Return to work rate	100%	100%	-
Retention rate	81%	95%	-

Training and education

Category	Male	Female
Average training hours completed in reporting period	13.7 hours	18 hours
Percentage of total employees who received a regular performance and career development review during the reporting period.	100%	100%

SDG volunteer hours

SDG	Volunteer Hours
3. Good Health and Wellbeing	697
4. Quality Education	1,047
10. Reduced Inequalities	1,440
13. Climate Action	456
16. Peace, Justice, and Strong Institutions	290
Total	3,930

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