



Sustainability Report

May 2021

Kennedys

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Foreword

At Kennedys we are here to make a difference for our clients, and each other, every day. We are therefore very pleased to be publishing our first annual sustainability report, detailing our approach, achievements to date and our priority commitments going forward, aligned to where we feel Kennedys can make the greatest contribution to the UN Sustainable Development Goals (SDGs). We realise our commitments cannot be static as the world evolves and changes. We will be reviewing them on an annual basis to ensure they are always fit for current and future needs.

A year in review

2019/2020 has been a challenging year, particularly in light of the Covid-19 pandemic and the need to adapt to protect and support our people, clients and suppliers. However, we have continued to make a difference – and so much of that difference has been because of the commitment of our people.

Highlights

- We opened new offices in San Francisco, Tel Aviv, Oman, Leeds and Perth
- We committed to building our talent pipeline with the launch of the Solicitors Qualifying Exam (SQE) in the UK, while our new Virtual Work Experience Programme has been accessed by 8,767 people and completed by almost 2,000
- When we went into lockdown, we equipped our people and adapted our processes to enable 95% of our people to work safely from home
- We established a Covid-19 advice bank to support our people and clients
- We focused on some big issues by inviting experts to talk candidly to colleagues around the globe about Black Lives Matter, Asperger's in the workplace, and domestic violence to name but a few
- We initiated a new health and well-being programme to provide our people with regular virtual support sessions ranging from mindfulness and tackling loneliness to physical well-being and resilience training
- We placed diversity and inclusion (D&I) at the forefront of our inclusion strategy by setting up D&I Advisory Groups made up of 44 colleagues across the globe. We took part in - and were global sponsors for - Dive In, a global festival run by Lloyd's of London to support the development of inclusive workplace cultures.

Looking ahead

As part of our work to draft our sustainability strategy and commitments, we have committed to supporting the SDGs. You can read more about these on page 8.

Using the goals to help us build a robust sustainability framework gives us exciting opportunities to expand and improve upon our existing global CSR programmes. Whilst we aim to contribute to all 17 goals, Kennedys has identified five specific priority SDGs that are most relevant to our business and we have set targets to shape actions and initiatives and drive progress. The SDGs provide a shared language for all countries to report on.

- We have set targets to align with SDG 3 to promote and enable positive mental health and well-being for our people and our communities – we believe this matters now more than ever
- Our ongoing focus on quality education means we have developed targets against SDG4 to drive both personal and professional learning for our people and young people in our communities, as well as additional training for our people on sustainability and global citizenship
- Reducing inequality requires transformative change and we have set targets aligned with SDG 10 to help us build on the work already done and challenge ourselves to do more
- Our environmental aspirations are shaped by SDG 13 (Climate Action) and further supported in 2021 by the introduction of science-based targets, which will help us integrate our work on climate action with our global supply chain
- We are aligning with SDG 16 (Peace, Justice and Strong Institutions) by setting a target that gives us increased focus on our pro bono work and produces governance of projects that support our other priority SDGs.

We are all incredibly proud that we continue to grow our business and support our people in uncertain times whilst living in a virtual world.



Suzanne Liversidge
Global Managing Partner, Kennedys



Ben Aram
Global Board Member and Sustainability Sponsor, Kennedys



Championing a better future for our people, our clients and our planet

Kennedys is a global law firm with expertise in dispute resolution and advisory services. More than 2,300 members of the Kennedys team operate from 43 offices in 24 countries around the world.

As our clients' businesses, industries and the world around them change, they need a law firm that will help them think ahead. Kennedys is committed to creating a healthy, equitable and sustainable future for our people, our clients and our planet. In addition, by providing clients with innovative products and thinking, and with invaluable resources, we empower them to achieve great things, now and into the future. Our commitment to fresh thinking and our belief in the importance of connecting with global issues means we are not afraid to bring new ideas to the table beyond the traditional realm of legal services.

We are committed to supporting our clients beyond the law, and we know that action now will help build a sustainable future for us all.

That's why we are currently reviewing our CSR and sustainability policies, and examining how we optimise these and challenge ourselves to do the right thing. We believe the SDGs are at the heart of a sustainable future, globally recognised and offering a common language for communication of purpose and performance.

Who we're supporting

Since **2018**, Kennedys and its people have supported a huge range of good causes globally, donating over £400,000 to date. The charities we have supported include:





Headlines and highlights from a year of action

Supporting our people's well-being

We invested significantly in well-being and resilience support for our people during the Covid-19 pandemic and beyond. That support has included time off for home schooling, rolling out the Headspace app (which provides guided meditation on a range of mental health topics), resilience coaching, yoga and mindfulness virtual classes, and our Employee Assistance Programme. Find out more on pages 13-15.

Regional sustainability focus for a global response

Kennedys has established CSR and charity committees across the globe, including EMEA, APAC, LATAM and the US. Committee members dedicate their time to supporting the local communities in which they live and work, responding to local priorities. Their work has included extensive fundraising activities, mentoring programmes, legal clinics and pro bono initiatives. Find out more on pages 11, 21 and 35.

Supporting women in business

When Kennedys Denmark office organised a Women in Business webinar as part of the Dive In Festival (page 27), they promoted the event by selling t-shirts by a Danish designer (www.munthe.com) and donating DKK 150 from each sale to Dansk Kvindesamfund (Danish Women's Society).

Building rewarding careers

We are committed to supporting our employees as they develop their careers at Kennedys. That's why we have begun rolling out a new Global Career Development Framework with programmes targeted at role-specific growth.

Setting science-based targets

This year, we will set science-based targets to measure and reduce our emissions from our global supply chains and establish global climate action steering groups. Find out more on page 30.

Expanding access to legal careers

We are committed to diversity and inclusion (D&I) and in the UK, from September 2021, our first cohort of SQE trainees will begin their course, making Kennedys one of the first law firms to offer both the traditional trainee route and the SQE route. This will broaden our candidate pool and give more people access to the legal profession. Find out more on page 24.

Tackling socio-economic diversity in professional services

Caroline Wilson, Global HR Director has been selected to be part of a government taskforce working group to boost socio-economic diversity at senior levels in UK financial and professional services.

Protecting cyber security

Kennedys holds the Cyber Essentials Plus certificate. It is an official UK-wide, government-backed certification that helps companies guard against the most common cyber threats and reduces cyber-attack-related risk by at least 95%. Certification also enables us to demonstrate our commitment to cyber security to our current and prospective clients.

Supporting our clients with ESG advice

Sustainability is a broad, multi-faceted concept. ESG, on the other hand, spotlights three core elements of sustainability: environmental, social and governance.

In this evolving commercial landscape, businesses with strong ESG policies have, over the long term, outperformed competitors without ESG policies and have demonstrated higher resilience in these challenging times.

Post-Covid, global governments, businesses and their insurers are considering how to secure economic growth and prosperity. The recovery will be shaped and driven by digital transformation and sustainability. This has driven the use of ESG policies as a measure of organisational performance and has brought ESG into the mainstream.

Addressing the risks of ESG

The demands for transparency and conscious action from stakeholders has highlighted the risks for organisations which fail to act on the ESG data they collect, or fail to disclose what is required by key stakeholders. Whilst environmental policies are not new, we are starting to see a rise in claims activity relating to this emerging risk.

The potential financial, legal and reputational impact is rapidly pushing sustainability and climate change to the top of global boardroom agendas.

Kennedys has responded, helping clients manage this emerging risk by:

- Producing bespoke horizon scanning/emerging risk reports for clients, focusing on the drivers and impacts of ESG and suggesting solutions
- Publishing articles on various ESG issues via our website and in external publications such as Insurance Day
- Organising client webinars to examine the impacts of ESG issues across their business.

Practical ESG advice

The ESG issues on which we have most recently advised include:

- Financial climate disclosure (mandatory from 2025)
- Other regulatory reforms (given increased urgency in light of COP26 to be held in November 2021)
- D&I
- Gender equality
- Modern slavery.

Our Commercial Division is currently helping clients draft their modern slavery statements. Our Marine product group has established a niche sustainability and ESG practice to advise clients on all sustainability issues. We are also in the process of setting up a sustainability/climate change steering group to help us focus on the sustainability issues our clients want to hear about.

Explore a sample of our recent ESG-related Thought Leadership articles here:

- Climate-related stress testing, disclosure obligations, and the promotion of sustainability
- Asset managers are not sufficiently reporting on climate risk, TCFD consultation finds
- Why D&I matters to D&O (directors and officers): exposures from diversity-driven lawsuits
- Good corporate governance
- Potential D&O risks arising from corporate social responsibility
- Avoiding modern slavery demands better supply chain management.

We are proud to be members of the following organisations:



SUSTAINABLE DEVELOPMENT GOALS



The UN Sustainable Development Goals

In 2015, 193 world leaders agreed to 17 Sustainable Development Goals. They are a universal call to action to end poverty, protect the planet and ensure all people enjoy peace and prosperity by 2030. To achieve them, every responsible business needs to contribute towards them.



In June 2020 Kennedys signed a letter of commitment to align our CSR objectives to the UN Global Compact's (UNGC) 10 Principles framework and integrate the principles into our core business practices. The UNGC framework, along with other recognised standards, will support our commitments under the SDGs.

Our strategy

The SDGs offer exciting opportunities for us to expand and improve upon our existing global responsible business programmes. We aim to contribute to all 17 goals where possible, but we are setting measurable targets to support five priority goals where we believe we can make the greatest difference.

Our priority goals and commitments

Our vision is to create a sense of shared purpose that can connect us to each other and our communities around the world. Working towards the SDGs can help us achieve that. Kennedys has identified five priority SDGs that are most relevant to our business and we have set specific targets to shape our actions and drive progress.

- We have set targets to align with SDG 3 to promote and enable positive mental health and well-being for our people and our communities - we believe this matters now more than ever
- Our ongoing focus on quality education means we have developed targets against SDG 4 to drive vocational and professional learning for our people and young people in our communities. This is in addition to our ongoing sustainability and ESG training
- Reducing inequality requires transformative change. We have set targets aligned with SDG 10 to help us build on the work already done, and to challenge ourselves to do more
- Our environmental aspirations are shaped by SDG 13 (Climate Action) and further supported in 2021 by the introduction of science-based targets, which will help us integrate our work on climate action with our global supply chain
- We are aligning with SDG 16 (Peace, Justice And Strong Institutions) by setting a target that gives us increased focus on our pro bono work and produces governance of projects that support our other priority SDGs.



Tracking progress

Enabling technology is critical to tracking our progress against each of the SDGs. In 2021, we will look to embed a digital sustainability management platform to record our performance.

Regional CSR/Sustainability Action Groups (CSAGs)

In 2021 we established five regional CSR/Sustainability Action Groups led by a CSR partner lead. CSAGs will meet regularly throughout the year and guide local and regional sustainability activities. The groups will provide guidance to colleague volunteers, ensuring the activities of our colleagues are aligned with broader corporate and sustainability objectives.

Engaging CSR/sustainability champions

We will create a Global CSR/Sustainability Champion Network across all five regions to join the CSAGs. With promotional activity designed to raise its profile with the wider workforce, this new network will involve key members of the CSAGs and will play an important role in activating the firm's strategy across our regions with guidance from sustainability partners and sponsors.

Our champions will ensure the SDGs are embedded within new initiatives across the organisation, helping Kennedys meet our environmental and social commitments.

Our priority goals and commitments

Explore our priority SDG-related commitments and targets below and find more detail about our work towards each goal on the following pages.

A front door to the world - communicating our ambitions

Our newly launched intranet will make a huge difference to how we collaborate with our people, feel connected to our global Kennedys team, and bring our culture to life.

Our new global intranet is the front door to the world of Kennedys. Through it, our people will find up to date global news, important information, tools, resources and lots more to assist them in their day-to-day activities.

Operating alongside a suite of new CSR pages on the website, these exciting and interactive new platforms will enable us to share our CSR plans. We'll run mini-campaigns focused on specific SDGs to boost and widen year-round participation in our programmes. We will create news items, explaining each of the categories to help our people better understand the SDGs.

We will leverage important global calendar dates (e.g. Earth Day, UN International Volunteer Day, International Women's Day) that align with one or more of the SDGs to further embed the SDGs as an integral part of who we are.



Our commitment

Promote and enable positive mental health and well-being for our people and identify engagement activities within our local communities

- We will increase advice and resources to promote and support mental health and well-being in the workplace, aiming to deliver the programme to all employees by Q1 2022
- We will launch a pilot global hybrid working policy by May 2021 to support employees with work/life balance - with 60% positive feedback by May 2022
- We will develop and promote resources that facilitate our colleagues to support and volunteer for initiatives that support the health and wellbeing of our communities, with a target of 90% participation in the next five years.



Our commitment

Create education, learning and development opportunities within Kennedys and our communities

- We will expand our schools/colleges and universities outreach programme globally, providing innovative learning opportunities for young people to access career pathways into law. Our target is to engage with 5,000 young people in year one, growing this number thereafter
- By the end of 2021, we will embed the Global Career Development Framework, providing learning and development opportunities that support all our people to succeed at Kennedys
- By the end of 2022, we will design and deliver a learning programme that educates our people on the role they can play in sustainable development and global citizenship within our operations and the wider community.



Our commitment

Reduce inequality across our business, creating equal opportunities for all

- We will ensure 40% of partners are female by 2030
- We will review and create more inclusive entry-level and lateral hiring processes to be in place by the end of 2022
- We will create awareness and train employees on non-discrimination and diversity issues, through building it into the onboarding process and training colleagues by the end of 2022
- We will build and implement policies including approval processes to support D&I Regional Advisory Group initiatives by March 2022.



Our commitment

Tackle climate change and aspire to become net zero

- We will report on our direct, indirect and other emissions (Scopes 1, 2 & 3) and set science-based targets by 2022
- We will develop business processes to continually collect, measure and track our performance in line with our science-based targets by December 2022
- We will work to embed sustainability within our procurement processes, identifying and engaging with key suppliers to reduce our emissions associated with purchased goods and services by April 2022.



Our commitment

Develop a co-ordinated, targeted and impactful pro bono programme

- We will develop our pro bono governance, with a focus on projects aligned to our priority SDGs, and embed it in the business by 2022
- We will focus on delivering pro bono opportunities to trainees, legal apprentices and junior lawyers as part of their career development.



Our commitment

We will promote and enable positive mental health and well-being for our people and expand engagement activities within our local communities.

- We will increase advice and resources to promote and support mental health and well-being in the workplace, aiming to deliver the programme to all employees by Q1 2022
- We will launch a pilot global hybrid working policy by May 2021 to support employees with work/life balance - with 60% positive feedback by May 2022
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Our plans

To deliver on our commitment, in 2021 we will:

- Continue to strengthen our well-being programme, broadening our global benefits offering to include life insurance and income protection cover to all overseas employees, and improving partner medical cover
- Carry out research on charities and NGOs within our regions for health and wellness initiatives and donate products, money or volunteer time to such organisations.
- In response to the Workplace Transformation Project (page 15), develop a new hybrid working policy, taking into account the views of our people, to improve work/life balance.

What we've done so far

Supporting mental well-being

We're working to support our colleagues in managing stress and anxiety, and globally there are now numerous ways our people can access the help they need. Our Employee Assistance Programme (see below) is one avenue. Our intranet is another, with a dedicated health and well-being section that includes resources to help maintain a healthy work/life balance.

Every member of the Kennedys team has access to a Headspace account. Headspace is a global leader in mindfulness and meditation, offering science-backed tools and resources to manage stress and anxiety, and help build resilience and focus.

Through their Headspace account, every Kennedys colleagues can access:

- The Headspace app, which provides guided meditation on topics such as appreciation, balance, grieving, stress and anxiety
- Sleep-supportive tools including sleepcasts, wind downs, nighttime SOS exercises, soundscapes and music
- Workout videos, mindful cardio, rest-day meditations and performance mindsets
- Tools for focus including music, exercises and soundscapes.

An average of 40% of enrolled members use their Headspace account each month.

Resilience Coaching

Continuing to maintain positive mental health and well-being is important for us all. That's why in 2020 we introduced 90 minute workshops which offered tools and techniques to support our people, helping them manage their and their team's resilience, well-being and productivity during virtual working.

// Resilience coaching helped me to better understand the current reality and gave me some tools to face it.

Senior Associate, Americas

// I have found the coaching really useful and would recommend it. It has allowed me to think about solutions to the challenges I have found working remotely, especially managing the team and supervision and my own objectives and targets. I have taken away some really useful tips and approaches which I now implement day to day.

Senior Associate, EMEA



24/7 support for employees

Kennedys' Employee Assistance Programme (EAP) is providing practical and emotional support to colleagues around the globe on topics such as:

- | | |
|-----------------------------------|---|
| ■ Anxiety | ■ Bereavement |
| ■ Depression | ■ Critical incident and trauma response |
| ■ Personal relationship Issues | ■ Addictive behaviours |
| ■ Midlife and retirement | ■ Relocation |
| ■ Nutrition and weight management | ■ Parenting |
| ■ Education | ■ Career and managerial support |
| ■ Anger management | ■ Finances and debt |
| ■ Sleep hygiene | |
| ■ Stress management | |

All Kennedys colleagues and dependents can access the EAP for free, 24 hours a day, 365 days a year.

Let's start the conversation

Established in June 2020, Let's Start the Conversation was an initiative devised as a series of activities and conversations that enabled our people to get involved around the world.



Celebrating Pride Month

In June 2020, as part of our Pride Month celebrations, we hosted a webinar with guest speaker Finlay Games, an LGBTQ+ writer, creator, speaker and brand ambassador.

Identifying as a transgender gay man, Finlay spoke to us about his experience of understanding his identity, coming out and going through gender transition. During the webinar Finlay hosted an open question and answer session which gave Kennedys colleagues the opportunity to ask questions about being transgender, being a member of the LGBTQ+ community and how we can all be allies of the community.

With Finlay's help, we compiled a list of resources to enable Kennedys employees to further build their understanding and find support.

// Finlay's webinar has been one of my personal highlights during my time at Kennedys and indeed in my career. He was an excellent speaker and our feedback around the world has been superb. His presentation allowed us to live up to our motto of making a difference. He certainly did that!

Partner, UK

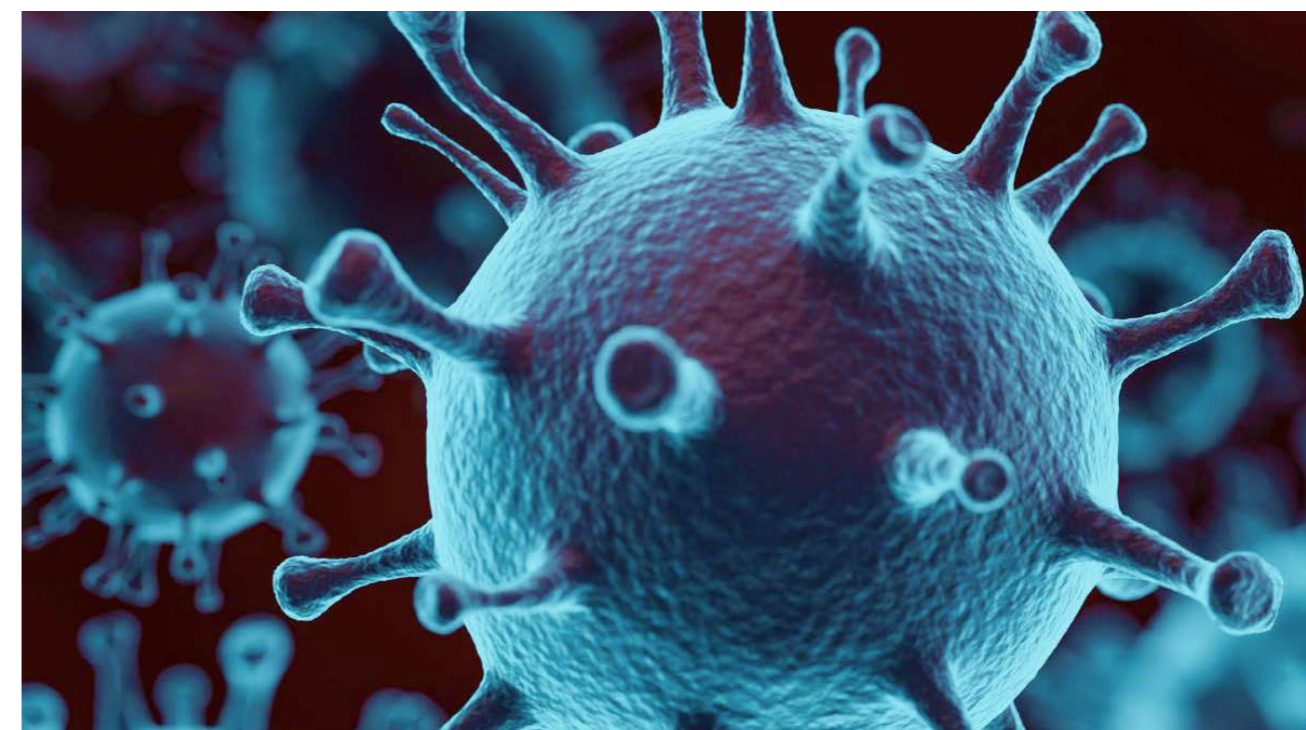
Understanding Asperger's in the workplace

Asperger syndrome is a neurodevelopmental condition which can make social interaction and nonverbal communication particularly challenging. Understanding Asperger's can help us create a more inclusive workspace more suited to those with neurodiverse conditions. In July 2020, we hosted a webinar with external guest speaker Alex Manners, an Asperger's champion, TV and radio presenter, public speaker and author.

Alex's insights helped us to:

- Understand more about Asperger's
- Think about how we can communicate more effectively with people who have Asperger's
- Understand the strengths someone with Asperger's can bring to the workplace
- Dispel some of the myths about Asperger's.

Following the session, our people said they had a much better understanding of how to interview someone with Asperger's and how to adapt the work environment to support them.



Supporting our people during Covid-19

In 2020, as the global effect of Covid-19 became clear, Kennedys launched a global colleague survey to explore how our people wanted to work in this new era. We used the findings to develop the Workplace Transformation Project, an initiative to explore new ways of working around the globe that would help support our people, build resilience and maintain positive mental health and well-being.

To date, the project has included:

- Introducing a new hybrid working policy
- Supporting employees to connect globally by publishing a series of @Chatterbox interviews hosted by Suzanne Liversidge
- Running mental health webinars and resilience coaching workshops to help everyone identify and develop techniques to manage their own mental health and support their colleagues (see page 13).
- Providing financial well-being tools (also available via our Employee Assistance Programme - see page 13), including budgeting and spending calculators to help develop a healthy relationship with money and ease the financial stress of the pandemic.

Feedback from the Workplace Transformation Project survey has been extremely positive:

// I found it useful being able to discuss the benefits and negatives of working from home... We were able to... discuss our opinions with colleagues from other offices... and see how they are dealing with working from home.

Associate, UK

Charitable giving around the globe

Around the world, in every Kennedys office, our people are giving up their time to raise money for causes close to their hearts. Here is just a sample of the work of our charitable communities.

Bushfire relief and supporting children in care

In 2019, Kennedys' Australia office donated money to the bushfire relief fund and raised a further \$600 for the cause from an in-office ice cream fundraiser.

Over Christmas 2020, Covid-19 restrictions couldn't prevent the Sydney team raising money for The Pyjama Foundation via a DIY cooking class held over Zoom. The tutorial, led by the Carlos & Craney Cooked team, guided around 30 budding chefs through making a chicken and chorizo paella with Nutella brownies for dessert.

One Kennedys Associate said the event was "incredible fun" and that the meals "turned out surprisingly well."

It wasn't the only event held in support of the charity which recruits, screens, trains and supports passionate community volunteers to mentor children in care in Australia. The team also held a virtual trivia night and took part in a gift drive donating educational games, crafts and science gifts.

In total, the events raised Aus \$5,440 for the Pyjama Foundation, with whom Kennedys Australia has built a close relationship. Its fundraising efforts in support of the charity are continuing throughout 2021.

// We want to give a huge thanks to Kennedys for their continued support and their creative fundraising success!

Spokesperson, The Pyjama Foundation



Christmas gift giving

Despite the challenges of finding ways to support vulnerable children over a Covid-affected Christmas, Kennedys managed to dispatch a total of 321 personalised gifts valued at almost **£10,000** as part of its support for Action for Children.

Action for Children works tirelessly to support children and families across the UK living with a range of issues including poverty, homelessness, domestic abuse, disability and being a young carer.

// I would like to thank every single person who has taken the time and effort to buy a gift for a child. Seeing the relief on a parent's face when they know they have gifts to give their children is priceless. The gifts that people bought were very thoughtful as well as bright and beautiful! Thank you.

Service Co-ordinator, Action for Children Family Support Volunteers.



Valentine's Day drag race

Kennedys teams in all our regional locations across Latin America took part in a 5/10k Valentine's Day drag race. 39 participants each received a \$100 donation from Kennedys' Mexico office in aid of FundaSida, a foundation that supports the fight against AIDS. In total, the team raised 74,000 Mexican peso, equivalent to approximately **US\$3,500**.

Round-Singapore cycle challenge

Singapore's insurance industry has created a challenge for keen cyclists who work within the sector. The RTI (round the island) loop - a gruelling 100km circuit - took place over the last weekend of March 2021.

Saddling up to tackle the challenge, which also included weekly trials and some very steep hills, was a team from Kennedys.

Their efforts were in aid of the Jungle Crows Khelo Rugby Project in connection with The Anita, Alex and Annabel Nicholson Memorial Foundation (ATLAS).

Khelo Rugby takes a rugby ball into underserved communities in and around Kolkata, Saraswatipur in the north of West Bengal, Bengaluru and the Jarmundi block in Jharkhand. It benefits nearly 2,000 children each week in areas where many do not go to school. In addition to rugby, the scheme provides educational support and has increased local graduation rates from 15% to 80%.

To get themselves in shape for the weekly and end of month challenges, the Kennedys Atlas Alpine Attack team were up early several times a week, cycling approximately 60k each session.

On the day of the RTI challenge, the team set off around 5am to avoid the midday sun, completing the loop in 5 hours 30 mins and raising a magnificent **£3,000** in the process.






What we are doing


Our Global Virtual Work Experience Programme


Kennedys has leveraged its global footprint to launch an exciting virtual work experience programme for students interested in a career in law.


Although based on English law modules, the programme is open to individuals from any school, college, university or educational background. No previous legal experience is required and students can complete 100% of the experience online and at their own pace.


Over 8,767 participants enrolled with 1810 completions - a 21% completion rate. Feedback from students across the globe was extremely positive. As a result, we now plan to further develop the Global Virtual Work Experience Programme and run 10 follow-up activities to increase longer term engagement with participants.

 “I felt this has been the best online virtual work experience I have completed so far. I enjoyed the idea of being prompted where to start but then being left to my own devices so I could complete the tasks how I felt best suitable.”

 “I found this programme both enjoyable and educational. I have been able through this programme to develop and refine my skills from legal research to analysis to presentation and communication. This programme has been very beneficial to me and will most certainly help me with my law career in the future.”

 “This virtual programme was brilliant - thank you so much for the opportunity to complete this. It has provided me with knowledge and valuable skills and has widened my interest in law further. Thank you to all the team at Kennedys for their time to make this available. I really appreciate it.”

 “This was an amazing experience. It really makes you experience what it would be like to work for Kennedys and also shows that, all that I have learnt at University actually is used in the real life. I feel very confident in knowing what it would be like to work for a global law firm. I am also immensely thankful for the opportunity especially at a time of a global pandemic.”

 “I had a wonderful learning experience with the Kennedys team. The persistent emails from the team encouraging me to continue has been of great help to me as I almost contemplated stopping mid-way. The tasks have helped me see my legal skills gap and also challenged me to seek more opportunities to hone my skills. I now look forward to more opportunities to perfect my legal skills especially as I am making a gradual comeback into legal practice after a career break. Thanks for the opportunity once again!”

Our commitment

We will create education, learning and development opportunities within Kennedys and our communities.

- We will expand our schools/colleges and universities outreach programme globally, providing innovative learning opportunities for young people to access career pathways into law. Our target is to engage with 5,000 young people in year one, growing this number thereafter
- By the end of 2021, we will embed the Global Career Development Framework, providing learning and development opportunities that support all our people to succeed at Kennedys
- By the end of 2022, we will design and deliver a learning programme that educates our people on the role they can play in sustainable development and global citizenship within our operations and the wider community.

Our plans

To deliver on our commitment, we will:

- In 2021, expand our Junior Lawyer Programme, offering it to more early-career, non-qualified lawyers in more of our regions
- Provide targeted English language training to support individual career growth in non-native English speaking regions where such skills are identified as a key barrier to progression
- Embed a consistent global process that helps our people attain professional qualifications and memberships that support their personal growth and career development
- Provide guidance and advice to assist global offices in widening access to law at entry level
- Direct our Early Careers Team to host insight events targeting apprenticeship applications from under-represented ethnicities and low socio-economic backgrounds
- Design a sustainability education and awareness programme/campaign that outlines target audiences, content, methodology and desired outcomes and success metrics.

Helping disadvantaged students reach their potential

upReach delivers career support programmes to undergraduates from less advantaged backgrounds, helping them develop employability skills and professional networks. Throughout 2021, Kennedys will be partnering with upReach to offer its support.

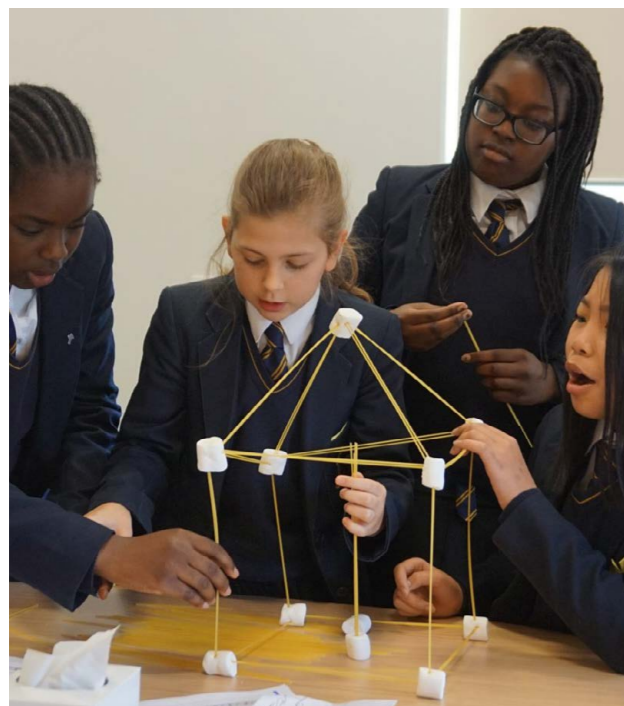
upReach partners with employers and universities, offering career guidance, support with job applications and mock interviews, mentoring and skills workshops. In the last year, its programme coordinators have provided one-to-one, personalised support to more than 2,000 students at 65+ universities across the UK. All the supported students attended UK state schools, grew up with a household income of less than £42,620, and achieved at least BBB (or contextualised equivalent) at A-Level. 72% come from ethnic minority backgrounds.

We are eager to increase representation from less-advantaged backgrounds, and support from upReach can help more graduates make high quality applications. That's why, in 2021, Kennedys' support will include:

- **Attraction and application support:** upReach will promote our opportunities to their students via targeted emails, social media and their online platform
- **Careers Academy:** Representatives of Kennedys will run 60 minute sessions at two upcoming academies, giving students interested in a career in law a chance to explore opportunities
- **Insight day:** This event will give 40-50 students the chance to learn more about working with Kennedys
- **Mentoring:** upReach will provide the opportunity (and training and support) for 10 Kennedys representatives to become upReach mentors. The mentors will help students develop confidence, career knowledge and other employability skills such as professionalism, communication and commercial awareness.



What we are doing



// It is a pleasure to work with the group and I have no hesitation in recommending the sessions to fellow mentors.

Office Manager, Kennedys Manchester

Inspired to Aspire

In the UK, Greater Manchester's Inspired to Aspire mentoring programme is helping to build the skills, attitudes and qualities of 12-14 year-old students by linking them with mentors from local businesses, including 11 of the Kennedys team.

Kennedys began supporting the programme in 2019. Having already completed the programme with two fantastic high school cohorts before the UK's first pandemic lockdown, Kennedys volunteers have stepped up in difficult circumstances for the latest cohort, keeping the programme going by mentoring from their homes via Zoom and Teams, and being virtually present on classroom smart boards.

// Having Kennedys volunteer with us at Salford Foundation throughout the past 2 years has been invaluable for raising the aspirations of the students we work with! Each business mentor from the firm has been committed, enthusiastic and adaptable (especially during the pandemic). Because of this, we have been able to continue our Inspired to Aspire mentoring sessions for year 8's & 9's in Greater Manchester, whether students are home learning, or in school. We really appreciate the support that Kennedy's volunteers have generously provided us with and look forward to continuing the partnership this year!

Mentor Coordinator, Salford Foundation

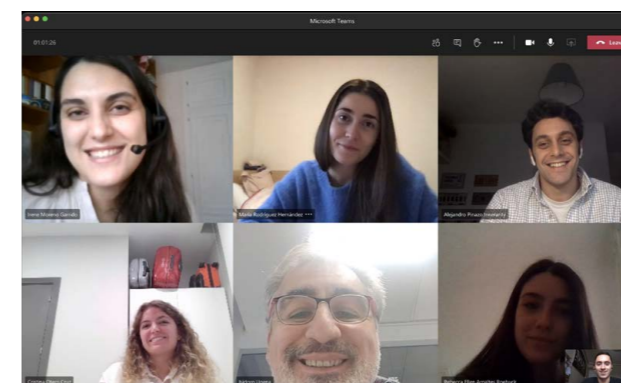
Future Frontiers coaching for the young

Future Frontiers works with schools and businesses across the UK to provide a programme of coaching for 13-18 year-olds. The programme also gives participants access to professional role models. We are running this new initiative as a pilot with a view to developing the programme – and supporting more schools - across our UK office locations.



At Kennedys' Chelmsford office, two volunteers have given their time to support the students. With schools facing so many challenges over the pandemic, the mentoring has proved of even greater value, as one year 12 student explains of her coaching experience with an HR Adviser:

// I enjoyed the Future Frontiers programme a lot and especially working with my coach (she was great)! I feel as though we achieved the aim of the programme which is to find a perfect future career for me which turned out to be a career in public relations. I enjoyed our meeting very much and found them helpful. My coach was great and helped me find many career prospectuses that would be perfect for me.



Supporting Madrid's legal clinics programme

ICADE Legal Clinic (Clínica Jurídica ICADE) is a pro bono programme in which Comillas Pontifical University (ICADE) students voluntarily participate in a range of projects with NGOs. In summer 2020, Kennedys Madrid office signed a collaboration agreement with ICADE to support the clinic.

The programme is divided into three different types of projects: documentary, direct care and street-law. NGOs contact the clinic explaining the needs they have within their organisation. At this point, the clinic assigns a student group to carry out the project and a volunteer law firm to supervise the students and monitor/tutor them in providing legal advice for that project.

During 2020/21, the Madrid office has been supporting a direct care project for CLECE and La Asociación Corazón y Manos (the Heart and Hands Association). The team is made up of five fantastic ICADE students who are giving their time and knowledge to provide legal advice on:

- Administrative sanctions
- Gender violence
- Issues related to family law, and immigration cases including family reunification or regularisation of residence in Spain.

Each case sent to ICADE Legal Clinic is forwarded to Kennedys tutors who meet with the team of students at least once a month to make a joint summary of the status of all the cases. The students study the cases following the guidelines the tutors give them and contact the people affected to give the agreed legal advice. Each week, tutors follow up the progress of each case with the team.

// We believe that being able to collaborate as tutors with this legal clinic has supported the students' personal and professional growth, as we not only want them to be the best professionals in the world, but the best professionals FOR the world.

// With our participation in these projects, Kennedys makes clear that it is not only characterised by having the most qualified professionals, but also that these professionals want to make a difference, to be the spark that ignites the flame of a change. We want to be part of a fairer, more caring and kinder society.

Associate, Madrid

One of the students involved in this project said:

// The opportunity to put into practice the knowledge acquired at university to help others, and to be able to learn from real cases seems unique. The support of the Kennedys tutors is essential in enabling us to be confident in answering queries accurately, and helps us to not feel lost. I would recommend to anyone who can to participate in such a project.



Schools outreach across the UK



National Apprenticeships Week

In partnership with Pathway Careers Training & Mentoring, we delivered a virtual careers talk on what sustainability means to Kennedys. This presentation was delivered our CSR Manager and a Solicitor Apprentice and Legal Apprentice who've both been working on the Vaquita Hacks pro bono project (see page 36).



Finding new routes into law

In partnership with the Careers & Enterprise Company, Kennedys' early careers team has been undertaking a schools outreach programme, targeting students from low socio-economic backgrounds, advising on career pathways into law and promoting Kennedys' legal apprenticeships which are accessible to students considering leaving school after A levels. We have also delivered a programme of events including careers Q&A sessions direct to students, and are partnering with schools to develop other careers advice activities.



Reaching students in lockdown

Our Early Careers Team has been busy delivering school Q&A sessions discussing apprenticeships and other routes into law with Kennedys. They've also covered practical topics like professional attire for the workplace. The challenges of Covid-19 have meant adapting traditional ways of working and the team have enjoyed enormous success in reaching thousands of students via online webinars and wider sharing of information.

In addition to partnering with the Careers & Enterprise Company with schools outreach, we are currently running a pilot programme to recruit Enterprise Advisors (EAs) at our offices in England. EAs work in senior roles and volunteer their time to help bridge the gap between business and education by working with school leaders to create opportunities for young people.





Our commitment

We will reduce inequalities across our business, creating equal opportunities for all.

- We will ensure 40% of partners are female by 2030
- We will review and create more inclusive entry-level and lateral hiring processes to be in place by the end of 2022
- We will create awareness and train employees on non-discrimination and diversity issues, through building it into the onboarding process and training colleagues by the end of 2022.
- We will build and implement policies including approval processes to support D&I Regional Advisory Group initiatives by March 2022.

Our plans

Diversity and inclusion (D&I) continues to be one of Kennedys' strategic business priorities. We understand that it is important to represent the diversity of our people, our clients and our communities, and to create an inclusive culture in which everyone, regardless of their background, can reach their full potential.

In line with our core values of being approachable, straightforward, supportive and distinctive, we strive to celebrate diversity, empower our people and ensure everyone feels they belong.

Building a diverse and inclusive firm is part of our vision and is essential for our future success. It will help us to attract and retain the best talent, drive innovation, and deliver the best experience for our people and clients.

Therefore, to deliver on our commitment and values, we will:

- Increase the representation of women, ethnic minorities and LGBTQ+ at partnership level and in senior management positions globally. In 2020 we achieved our target of 30% female partnership and have set a target of 35% female partnership by 2025 and 40% by 2030
- Ensure our targets and vision evolve over time and remain at the forefront of our strategic priorities. Our Global D&I Manager will work alongside the partnership and the D&I advisory groups to drive the vision at Kennedys
- From September 2021 in the UK, we will launch the first cohort of trainees to start via the newly introduced SQE route. We will be one of the first law firms to offer both the traditional trainee route and the SQE route. This will broaden our candidate pool and open access to the legal profession to more individuals. Kennedys is now fully sponsoring the Graduate Diploma in Law (GDL) and Legal Practice Course (LPC) to further widen access and broaden our candidate pool
- Continue to recognise the importance of having a generational mix within Kennedys. We will continue to actively plan for development with programmes such as our Global Future Leaders and Step Up programmes. We also have a dedicated career development framework for every level at Kennedys – with career frameworks aligned with our career structure and progression. In addition, we have specific coaching and workshops for our people to assist with career development
- During 2021, expand our compliance training schedule to include training all our employees globally on diversity and harassment at work.



What we've done so far

A global focus on D&I

In line with our core values of being approachable, straightforward, supportive and distinctive, we strive to celebrate diversity, empower our people and ensure everyone feels they belong.

That's why, in 2020, we created five regional D&I advisory groups (APAC, Europe, Latin America, the US and the UK) where members are empowered to share their ideas and advice on areas of priority. We also created the Global D&I Advisory Group which comprises members from each regional group. The Global D&I Advisory Group is chaired by Suzanne Liversidge, Managing Partner who ensures the board remains informed and fully committed to the diversity and inclusion agenda.



Our efforts included:

- Rolling out a home working grant so that all employees could afford to purchase equipment to work from home effectively during the pandemic. Offices remained open for those who were unable to work from home
- Appointing four regional managing partners, of which three are female
- Briefing recruitment agencies to ensure applications from candidates of underrepresented ethnicities are sourced
- Continuing to encourage strength-based interviewing and ensuring a consistent approach to setting questions to maintain fairness
- Using 'blind CVs' to eliminate unconscious bias in our trainee and apprentice assessment day selection processes.

In the UK we are working with state schools that have a high percentage of students from underrepresented ethnicities and supporting them with their career programme.

Ramadan food distribution

Every day during Ramadan 2019, members of our Dubai office volunteered with SmartLife to distribute meals to workers as part of SmartLife's Ramadan Meal Distribution Project.

An NPO/NGO that works across Dubai's labour camps, SmartLife helps workers improve their potential and their quality of life.

Covid-19 curtailed activities in 2020, but in 2021 the team again offered its support. With restrictions still in place, Kennedys sponsored various support packages including new uniforms, dry groceries and a Covid package containing hand sanitizer and face masks.





What we've done so far



Supporting Black Lives Matter

Kennedys is a global family. We stand together for inclusion and fairness and we are working to eliminate prejudice and discrimination in all its forms.

That's why, in August 2020, we hosted a webinar with external guest speaker Rose St Louis. Rose has over 20 years' experience in the financial services industry in a diverse range of roles. She has gathered numerous industry awards and was instrumental in setting up and launching the Women in Protection Network. During an inspirational and thought-provoking webinar, Rose spoke about her experience in the insurance sector and the impact Black Lives Matter has had on her.

Kennedys values are at the heart of everything we do. Key to this is an absolute zero tolerance of any prejudice, discrimination or unfairness of any kind.

Kennedys has compiled a list of resources available on our intranet including reading materials, podcasts and film/documentary choices to help educate, raise awareness and continue to create a more inclusive workplace.

Hong Kong goes pink

On 20 November 2020, pink was the predominant colour in our Hong Kong office. Pink Friday is an initiative led by Goldman Sachs Hong Kong which encourages people to wear pink at work to support the provision of LGBT+ inclusive workplaces.

The Kennedys team showed their support with an impressively pink turnout.



Global Sponsor and worldwide contribution to Dive In Festival

Dive In started in 2015 and helps insurance get fit for the future, highlighting the business case for diverse and inclusive workplaces and providing practical ideas, tools and inspiration for bringing about positive change. Kennedys has sponsored the festival since 2018, and was proud to continue our sponsorship as a global festival partner at the sixth Dive In Festival in September 2020, held in more than 60 locations around the world.

Local voice, global impact

In recognition of new ways of working, the festival took on a largely virtual format in 2020. 'Local Voice, Global Impact' was the theme, with an aim to engage local voices around the world to create a global impact on inclusion. Particular focus was given to the shared experience of a global lockdown and its impact on D&I.

The event was an enormous success, with over 30,000 registered attendees joining 144 (almost exclusively virtual) events in 60+ cities across 35 countries. It was a thrilling experience for Kennedys too, with direct involvement in 15 events across all regions in which we have offices, with representation as chairs, speakers and panellists at multiple events.

Global input from Kennedys' leaders

- Global managing partner Suzanne Liversidge was a panel member on this year's UK festival opening event, Creating the New Normal. She was also a panel member on the Denmark event Achieving your Potential: Women in Business and the Bermuda event: Through to the Other Side: Overcoming Glass Ceilings and Other Obstacles to Progression in the Workplace
- Partners Richard Bates and Kevin Yam presented Stressed or Depressed: How to Combat Mental Health Issues at Work as part of a Hong Kong event on mental health and well-being in the workplace
- Senior Associate Mehdi Seadon was a panellist at the Dubai event The Future of the Insurance Industry – Is Age Just a Number?
- HR Director Caroline Wilson chaired the UK event Insurance to Serve Every Generation – What Does it Mean For You?
- Partner Alfonso De Ramos moderated the LGBT+ Diversity: D&I in Times of Uncertainty event in Spain.

Thanks to our clients

Around the world, we're grateful to our clients for their help in organising and contributing to Dive In events. In Sydney, Dual collaborated on our Indigenous Inclusion event. AIG and Chubb worked closely with our Denmark office to organise Achieving your Potential: Women in Business.

In the UK, AIG, AGCS and the CII were amongst the organisations helping us to present Insurance to Serve Every Generation – What Does It Mean For You?

AIG and others supported our Madrid office in the organisation of Spain's LGBT+ Diversity: D&I in Times of Uncertainty event. And our Dubai office worked with a number of organisations including AIG and the CII to present The Future of the Insurance Industry – Is Age Just A Number?

Kennedys firsts:

- **First-ever Dive In event in Scandinavia**
Kennedys in Copenhagen was key to instigating the first Dive In event in Scandinavia - Achieving your Potential: Women in Business
- **First organising/sponsoring of a Dive In event in Australia**
Kennedys Sydney partner James Melvin worked with key client Dual to organise an event with high-profile former AFL star (and 2014 Australian of the Year) Adam Goodes who spoke about indigenous inclusion
- **First involvement in an opening event**
Kennedys Managing Partner Suzanne Liversidge was a panellist at the UK festival's opening event
- **First involvement on the US West Coast**
Our new San Francisco office helped to organise the California event
- **First involvement in Iberia**
Our local offices helped organise events (and a speaking role) in Spain and Portugal.





What we've done so far

Supporting social mobility in insurance

Kennedys aims to create a more diverse workforce in the insurance industry by ensuring talented individuals from less privileged backgrounds have the opportunity to qualify as specialists in risk management. In support of that aim, our new D&I Advisory Group has made the creation of a scholarship programme one of its first US initiatives.

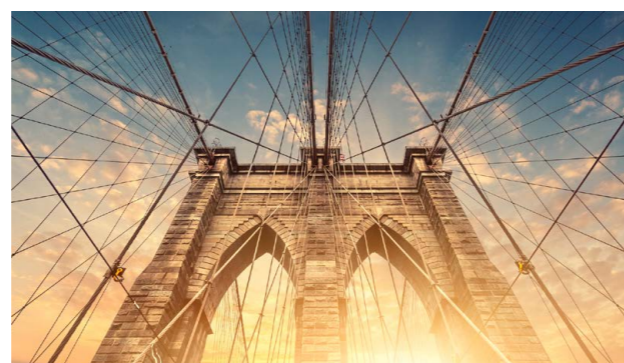
The scholarships will be earmarked for graduate students studying at St John's University Maurice R. Greenberg School of Risk Management, Insurance and Actuarial Science, New York. The school has a leading reputation in insurance, training actuaries, underwriters, claims specialists and other insurance professionals.

// Access to education is key to improving social mobility, yet many college graduates from less privileged backgrounds struggle to fund postgraduate study at universities like St. John's that provide a pipeline for the next generation of insurance professionals. We hope that this program gives a diverse range of students the opportunity to specialize in their chosen field and to embark on successful careers.

US Managing Partner and Kennedys Global Strategy Board member

// We have had a strong relationship with the Greenberg School of Risk Management for some time and have been involved in its international study program. Many of our clients draw from the school's talented graduates to find the future leaders of the industry. We look forward to working with them over the next four years to help those who are committed to a career in the insurance industry but might otherwise have been unable to go on to further study.

Kennedys Partner and Global Strategy Board member



Celebrating International Women's Day

On 8 March 2021 more than 222 clients and colleagues attended a Women in Business Network event hosted by Kennedys in support of International Women's Day, a global day celebrating the social, cultural, economic and political achievements of women.

With a theme of 'Choose To Challenge', Michelle King, Managing Director of Equality Forward and Former Director of Inclusion at Netflix, challenged the audience to take up 100 Actions for Equality in 2021.

In Copenhagen, Jeanette Varberg, archaeologist, writer, lecturer and Director at the Danish National Museum examined the issue of gender equality in her presentation, Women and Power.





What we've done so far

Measuring and reducing our Scope 3 emissions

During 2021, Kennedys reviewed its environmental compliance obligations and voluntary commitments. As a result of the review, we have partnered with sustainability experts Carbon Intelligence who are providing advice on carbon reporting and helping us analyse our Scope 3 emissions, that is, indirect emissions produced in our value chain.

On average, over 90% of a law firm's total greenhouse gas (GHG) emissions come from its value chain. These emissions might, for example, stem from colleagues travelling for business purposes or from the products and services we buy from our suppliers.

Our first challenge is to calculate our Scope 3 emissions as accurately as possible to understand where our carbon hotspots are. Once we understand our carbon baseline, we will create carbon reduction roadmaps to enable us to reach net zero.



Our commitment

We will tackle climate change and aspire to become net zero.

- We will report on our direct, indirect and other emissions (Scopes 1, 2 & 3) and set science-based targets by 2022
- We will develop business processes to continually collect, measure and track our performance in line with our science-based targets by December 2022
- We will work to embed sustainability within our procurement processes, identifying and engaging with key suppliers to reduce our emissions associated with purchased goods and services by April 2022.

As part of this, we will:

- Implement data management systems to collect data and monitor performance across all countries
- Produce regular, localised reports of carbon emissions internally to track progress against science-based targets
- Develop a programme of supplier engagement
- Communicate and share our plans with the global business with regular updates on our progress.

Our emissions reduction targets will cover the full breadth of our carbon footprint and will require year-on-year reductions in respect of:

- The energy we use in our buildings
- Colleagues travelling for work
- Emissions associated with the goods and services we buy and the waste we produce.

Kennedys' partnership with Carbon Intelligence demonstrates our commitment to credibly tackling climate change and driving absolute emissions reductions across our global business and supply chain.



Hong Kong office launches Green Challenge

Our Hong Kong office's 10-strong Eco Committee has been finding new ways to champion sustainability since its launch in 2018. The committee runs a busy programme of activities. Pre-pandemic, this included:

- **Eco talks** by environmental protection groups such as Water For Free and Hong Kong Recycles, a company which provides recyclable collection services in Hong Kong. This informative lunch seminar gave attendees practical recycling tips, offered a glimpse of the recycling challenges the region is facing, and illustrated how we could all do better as individuals to help address those challenges. The sessions were attended by more than 30 colleagues

- **Green Challenge:** Over the course of one month, everyone in the office was encouraged to take photos of their waste reduction and recycling acts, collecting points for each 'green' action
- **Kennedys Recycling Day:** Colleagues brought over 6.5kg of clean, recyclable materials into the office where volunteers from Eco Committee arranged for the various plastics, polyfoams and metals to be sent to a Waste-No-Mall collection point, where they would be guaranteed to be genuinely and appropriately recycled.

To date, the Hong Kong office has recycled/donated:

- 1,800+ milk cartons
- 40+ glass bottles
- 60+ fruit polyfoam wraps
- 45+ fluorescent lamps and batteries
- More than 2,600 kg of paper
- Unwanted books and furniture.

The Hong Kong office is also benefiting from the use of energy saving sensors in numerous rooms, installed when the team moved into its new premises.

As a result of the Eco Committee's actions, with continuous support from the firm, Kennedys Hong Kong has been awarded the WastewiSe and EnergywiSe Certificates, part of the prestigious Hong Kong Green Organisation Certification scheme.

Our plans

We recognise the climate crisis that we face and we are taking strides to better understand our climate risk exposure and how we can reduce our impact on climate change.

This is why, in 2020, we submitted a letter of intent to the Science Based Target initiative (SBTi), and are now collaborating with recognised sustainability experts Carbon Intelligence to develop emissions targets in line with SBTi criteria.

We are also developing the roadmap that will enable Kennedys to become a net zero company.



What we've done so far



Trees for Cities

Kennedys has partnered with Trees for Cities, the only UK charity working at a national and international scale to create greener cities and improve lives by planting trees.

Ruskin Park is known locally as the 'arboretum of Lambeth'. Around 600 trees have been planted throughout the park's rich history and it provides many different habitats for wildlife and valuable benefits for the local community. The park has suffered years of underinvestment and Trees for Cities are working closely with Friends of Ruskin Park and Lambeth Council to preserve the heritage and wildlife for future generations to enjoy.

Our Healthcare Team has been rolling up their sleeves to help. They have been weeding, re-planting and re-mulching flower beds, litter picking, hedge trimming and bramble pulling – all with the aim of making the park a more welcoming, safe, high-quality and leafy place for all to enjoy.

Despite the weather, intermittent rain showers followed by glorious sunshine, the CSR day was a fun day for all involved. Fresh air was in abundance and you would never have known you were in the middle of London. Split into different groups with a mixture of individuals from all the offices, there were jobs for everyone. In addition to doing something for the community it also meant that the division were able to meet old and new colleagues and forge new friendships.

Senior Associate, Cambridge



Healthcare's team away day gardening at Ruskin Park was a great initiative. The camaraderie of gardening together worked really well and broke down barriers allowing people to mingle with colleagues across all offices. I for one spoke to lots of people that day who I hadn't spoken to before. It was also nice to spend the day outside in nature doing something physical, which is so different to our day jobs. An added bonus is that the park is near to one of our NHS trust clients, and it is nice to think we improved the space for them to come and enjoy a break in nature and for the local community in that area. Good wholesome fun all round!

Associate, London

I hadn't been expecting to enjoy being outside all day in cool, rainy September weather, but it was actually a great day. It was good fun working in a group. I discovered for the first time that gardening and seeing the end results is actually very satisfying! I hope that people who visited the park in the weeks after we were there enjoyed it and that our work contributed to making the park a nicer place to be, even if this was in a small way. I also enjoyed the opportunity to have a good chat with colleagues, some of whom I didn't know that well before.

Associate, London



Reducing our printing

As part of our Workplace Transformation Programme and consistent with ISO 14001:2015 environmental management procedures, we are digitising all incoming post and carefully measuring and monitoring team printing to reduce print volumes across the firm.

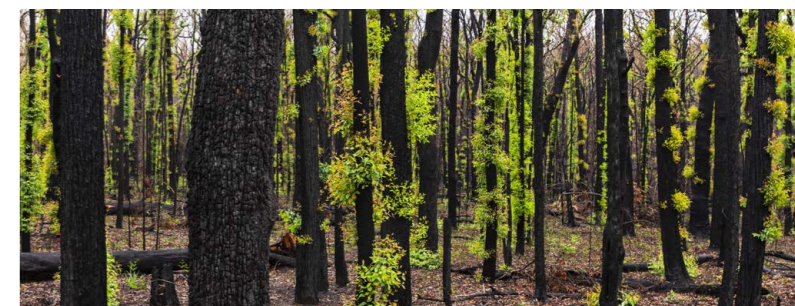
By communicating the outcomes of the digitisation project, we continue to encourage teams to further reduce their reliance on printing.

Deposit return helps the homeless in Denmark

Our Denmark office already uses recycled tissues and toilet paper. Its fridges contain organic sodas. Its coffee is organic and uses environmentally friendly, biodegradable capsules. There's a strong vegetarian and ecological focus to the food and snacks available in the office too.

Now, the team has partnered with Pant for Pant, an organisation which takes used bottles and cans, recycles them, and puts the recycling refund it receives towards supporting homeless charities in Denmark.

To fund the scheme, the team pays a little extra when buying its drinks, but it's worth it to help the country's homeless community.





Our commitment

We will develop a co-ordinated, targeted and impactful pro bono programme.

- We will develop our pro bono governance, with a focus on projects aligned to our priority SDGs, and embed it in the business by 2022
- We will focus on delivering pro bono opportunities to trainees, legal apprentices and junior lawyers as part of their career development.

Our plans

We believe everyone should have access to legal advice and support. So in 2021, we plan to do the following:

- Finalise and approve our updated pro bono policy
- Communicate the policy to all global fee earners and legally trained employees, and ensure the policy is accessible to all via the intranet
- Develop a global pro bono committee and establish senior buy-in and leadership from partners
- Create a pro bono work approval mechanism in line with regional/country pro bono charters as required
- Build pro bono hours into trainee / legal apprenticeships learning and development plans.

What we've done so far

Supporting the vulnerable in Denmark

Our Denmark office has been providing pro bono support to two local charities.

One runs a crisis centre for women (and their children) who are victims of domestic violence. The organisation offers accommodation and mental, legal and emotional support but, because the charity is only small, no other law firms offer pro bono assistance. We help them because of their mission and because we know they can really use our expertise.

The second charity helps 16-35 year-olds with mental health issues. The organisation offers a wide range of support, from finding accommodation to battling loneliness to being able to function in society. The charity currently has 12 clubs spread across Denmark but doesn't have a lot of legal support, which is where we come in. With a long standing and wide ranging commitment to mental health, we know how valuable such assistance can be, and we're happy to offer it.



Insurance Supper Club (ISC)

The ISC is a community interest company founded by Barbara Schonhofer MBE in 2008. It is a global business community that provides personal, professional and business development for women in or involved with insurance. The ISC's mission is to support the retention, attraction and promotion of all women in the insurance industry, supporting culture change in leadership and improved business results for all.

In support of the cause, Kennedys has entered a three-year strategic partnership to provide legal support through our pro bono programme. Our support includes reviewing the ISC's structure, terms of membership, franchise agreement and group associate agreement.

Our support continues to benefit the ISC's 1,500+ members directly or indirectly.

Free legal advice in Bermuda

Around a quarter of Bermuda's population lives in poverty, limiting access to legal advice and support.

For years, the Legal Advice Clinic, a surgery run by the Government of Bermuda, Ministry of Social Development & Sports, and the Department of Youth Sport and Recreation in collaboration with the Bar Council, has offered free legal help to members of the public. A Kennedys partner is a volunteer member of the team who works with other barristers and attorneys at the Hamilton clinic on a rota basis to ensure legal advice is available to all throughout the year.



How we're supporting other SDGs

While the five SDGs identified above are our priority goals, they are far from the only SDGs we are supporting. Our efforts in support of other goals include:

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LIFE
BELOW WATER



16

PEACE, JUSTICE
AND STRONG
INSTITUTIONS

14

LIFE
BELOW WATER



28th November to 13th December

The Conservation Project

The vaquita is the world's rarest marine mammal, with some estimates suggesting as few as 10 of the small porpoises remain in their sole habitat, Mexico's Gulf of California. With illegal fishing and trafficking a constant threat, the vaquita may be extinct by 2022. A Kennedys team has been playing its part to ensure that doesn't happen.

In December 2020 the Save the Vaquita Hackathon 'Vaquita Hacks' was launched by The Conservation Project International. The event, a world-first hackathon dedicated to finding innovative, technological and artificial intelligence solutions to save the vaquita from extinction, was delivered in partnership with global experts and attracted over 100 participants including lawyers, students and early career conservationists from across the world.

Taking part in the hackathon, Kennedys lawyers from the UK and Bogota offices worked on legal solutions to help save the vaquita. Legal solutions submitted included the development of a vaquita-safe accreditation scheme and implementation of a UN asset recovery and inter-agency scheme.

A member of the Kennedys team said:

// It was fantastic to see our international Kennedys family come together with their combined expertise to put forward solutions to counter illegal wildlife trafficking and help save the vaquita from extinction. Experts from 18 different countries took part and we were delighted to collaborate with a range of other experts to tackle the issues.

// It was a fantastic experience to work with Kennedys Law at Vaquita Hacks and to utilise the global expertise of the firm to develop new legal solutions aimed at better protecting the critically endangered Vaquita and tackling the insidious illegal totoaba trade. We now look forward to publishing the legal white paper with Kennedys and developing the legal solutions to help save the vaquita.


Spokesperson, The Conservation Project International

Read more:

- Legal solutions to save the vaquita

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RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Our sustainable procurement policies

Like most businesses, the majority of our environmental and social impact resides in our supply chain. We are working to embed sustainability within our procurement processes and our sustainable procurement policy makes it clear that our belief in responsible business needs to be reflected in the goods and services we buy.

We have also introduced a supplier code of conduct which ensures that our key suppliers understand our values and what we require from the companies that we do business with. The code of conduct is fully aligned with the SDGs, and helps our suppliers to understand how these goals can be used in their own businesses.

Minimising our impact

Energy: We ensure all our energy suppliers support our aims and will help us reduce the environmental impact of our purchasing. In partnership with the LSA, we are also committed to reducing our carbon footprint by continually monitoring and reducing our CO₂ emissions.

Waste management and recycling: Through our partnership with Clean City Awards Scheme, we have committed to reduce, reuse and recycle.

Water management: We use a water system that dispenses water directly to long-life reusable glass bottles to deliver unlimited chilled still and sparkling water for meetings. In addition, wherever possible (and in conjunction with landlords where appropriate) our offices employ sensor controlled taps, flush sensors, reduced flush cisterns and leak detection systems to minimise water wastage.

Travel and transport: We're working to promote environmentally friendly travel habits. We operate an agile remote working model which supports a business travel policy developed to ensure that our people only take journeys that are absolutely necessary.

Environmentally friendly products/services: We promote paperless working wherever possible. The paper waste we do generate is classified 'confidential' and is shredded and recycled as standard.

Our recycling policy ensures that, wherever we can, we recycle used or spent items such as mobile phones, paper waste and general waste.

The policy also stipulates that recycling points will be distributed throughout our offices and all staff are encouraged to separate waste streams and maximise recycling of items such as food, plastics, cans and paper.

Every UK and Ireland office has an environmental champion who is part of the Health, Safety & Environmental Committee. These champions meet regularly and work together to review and implement new environmental initiatives.

GRI content index

This report aligns with the following disclosures of the standards defined by the Global Reporting Initiative (GRI)


GRI standard	Disclosure number	Disclosure name	Page number
General disclosures	102-1	Name of the organisation	1
	102-2	Activities, brands, products, and services	4
	102-7	Scale of the organisation	4
	102-12	External initiatives	5
	102-13	Membership of associations	7
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	103-2	The management approach and its components	10-11
Waste	306-4	Waste diverted from disposal	31,33
Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	6



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