



Responsible business report

Making a difference at Kennedys in 2021

Kennedys

Being a responsible business

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Welcome to our Responsible Business Report. This year in review provides an update on our progress and the actions we are taking as a firm to address the most pertinent global issues facing our people, clients, businesses and society.



With environmental, social, and governance (ESG) considerations increasingly playing a significant part in all we do, we are making further investments to build and expand our core responsible business management team this year.

We want to continue to move beyond ESG compliance to:

- Build a firm that is fit for the future.
- Build a firm that integrates social and environmental responsibility into its culture.
- Act as trusted advisors to clients in response to the same challenges that many of them are facing.

Our five priority UN Sustainable Development Goals are centred on our social and environmental objectives. They continue to push us to develop new approaches to drive our responsible business programme and to tackle the important issues we face. Since joining the UN Global Compact in 2020 – and with our commitments and targets published in June 2021 – our strategy has very quickly been realised into tangible action.

Our progress

In response to the global pandemic, we've reimaged how and where we work, implementing new health and wellbeing initiatives and upgrading our workplace policies to help our people thrive as part of WorkWise, our global transformation programme.

We are taking bold steps to strengthen our inclusion and diversity programme, expand our community outreach activities and empower our people to support causes that are important to them.

This year we will publish details of our global carbon reduction roadmap, build on our supplier engagement programme and work with our suppliers to reduce emissions and improve practices through education, training and supplier selection.

Our vision

Our people are the heartbeat of the firm, and we take pride in our values-led approach. My mantra is trust and kindness. This distinct quality as a law firm really is a key facet of our culture and client relationships.

We will continue to build on our achievements and lessons learned as we implement our responsible business programme with a vision to foster a culture of sustainable development to support our people, clients, and the communities where we work.

Suzanne Liversidge
Global Managing Partner & Chair D&I Group,
Kennedys Law LLP



Section 1:
Fit for the future

Making a difference

We are delighted to publish our second Responsible Business Report. At Kennedys we strive to make a difference to our clients, our people, and the communities we are a part of every day. We recognise the growing pressure on businesses to help tackle ESG-related challenges. There are growing expectations by regulators, investors and rating agencies for greater visibility of an increasingly wide range of non-financial metrics and risks.

But we also recognise that problem-solving goes hand-in-hand with identifying opportunities to create value in new ways. In fact, it is our view that business transformation should be shaped by an ambition to drive positive change. That philosophy underpins the support we offer our clients.

Recognising that the ESG maturity curve of businesses varies widely, we want to provide our clients with more certainty as the landscape expands and changes. We encourage our clients to think ahead and assess the impact of financial, legal, and reputational risks, helping them develop mitigation strategies and long-term solutions.

We are committed to fresh and innovative thinking and are not afraid to bring new ideas to the table. It is clear that delivering a credible ESG programme will impact all areas of our own business model and require strategic decision-making. We will therefore continue to proactively seek opportunities to engage with other like-minded organisations, such as the Chancery Lane Project and the Insurance Industry Foundation, with the aim of truly making a difference.



Ben Aram
Partner and Sustainability
Spokesperson for the Board

2,400
people



22
countries



44
offices



Who we are

As businesses deal with the challenges around them they need a law firm that will help them think ahead. We're a fresh-thinking firm, and not afraid to bring new ideas to the table beyond the traditional realm of legal services.

Our lawyers handle both contentious and non-contentious matters and provide a range of specialist legal services, including corporate and commercial advice, with a particular focus on defending insurance and liability claims. Insurance claims and coverage expertise is deeply ingrained in every Kennedys office globally.

What we are doing

The insurance industry has a central role in building wider understanding of ESG risks and in mitigating against those risks. Insurers have already started to adopt an ESG strategy and to embed ESG into their governance and supply chains. Their risk management approaches and underwriting practices are also evolving to assist their policy holders address the growing climate risks, which has driven positive change in terms of sustainability. However, all actors have a role to play in achieving global sustainability. Addressing the challenges of ESG risk requires true innovation to enable business to help meet sustainability targets.



Kennedys now has **72 offices, associations and co-operations** around the world.

Partnerships and industry collaborations

We actively look for opportunities to collaborate with other like-minded professionals and organisations to achieve our objectives.



ISC (Insurance Supper Club)

Our global managing partner, Suzanne Liversidge, has been instrumental in setting up our global partnership with the Insurance Supper Club (ISC) and helping provide pro bono strategic support. As well as providing global legal support to the ISC and its members, Kennedys works in partnership with them to help them develop their future strategy.



Insurance Industry Charitable Foundation
Founding Affiliate Member

Insurance Industry Charitable Foundation

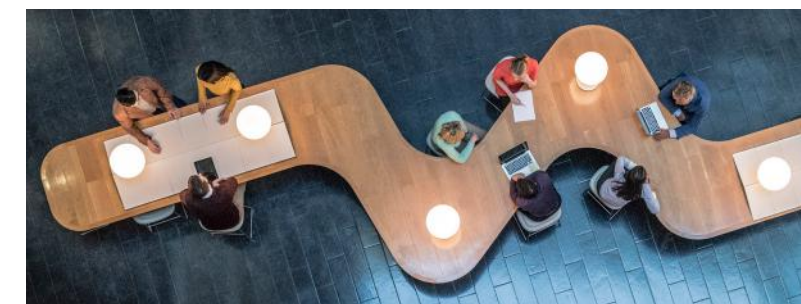
We are a founding Affiliate Member of the Insurance Industry Charitable Foundation (IICF). This collaboration provides us with opportunities to participate in the IICF's volunteer programmes, outreach projects and campaigns. For more information, see our website [here](#).

Other partnerships in action

We are proud to be members of, and collaborate with, the following organisations:



For more details of our partnerships in action, visit our website [here](#):



ESG governance

Our colleague networks across our diversity and inclusion and corporate social responsibility programmes support us in advancing our key focus areas and priorities.

Regional networks

We have D&I (Diversity & Inclusion) Ambassadors and CSR (Corporate Social Responsibility) Champions across our five regions (Asia Pacific, Europe, Middle East and Africa, Latin America and the Caribbean, North America, and the United Kingdom) who collaborate with their respective groups to advise, identify and coordinate a wide range of local and global activities that are aligned with our goals. These new networks play an important role in activating the firm's strategy across our regions with guidance from CSR Partner Leads, D&I Partner Sponsors to ensure the SDGs are embedded within new initiatives across the firm, helping Kennedys meet our environmental and social commitments.

Climate champions

We have established our global network of climate champions who support the work involved in collating data for our Science Based Targets.* They raise awareness and implement change to ensure we achieve our targets. Our partnership with Carbon Intelligence has also expanded over the past 12 months as we now have a dedicated programme manager to support our overall carbon strategy which is led by our senior management team.

Supporting our clients with ESG guidance

What is ESG?

ESG is a framework for understanding and measuring the sustainable operations of a business.

Addressing the risks of ESG

The demands for transparency and conscious action from stakeholders has highlighted the risks for organisations which fail to meet their ESG commitments. Whilst environmental policies are not new, we are starting to see a rise in insurance claims activity relating to this emerging risk.

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

* See Appendix II (Page 36) for a full breakdown of our carbon strategy.

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

- Published a [research-led thought leadership report](#) on the impacts of climate change to (re)insurers, which found that the underwriting practices of (re)insurers are a major catalyst for change among business in the ongoing climate crisis. The report makes six key, strategic recommendations for (re)insurers to help their corporate clients address climate risks and reduce the likelihood of environmental liability claims made against them.
- Produced bespoke horizon scanning/emerging risk reports for clients, focusing on the drivers and impacts of ESG and suggested solutions.
- Published articles on various ESG issues via our website and in external publications such as Insurance Day.
- Organised client webinars to examine the impacts of ESG issues across their business.
- Participated in external events exploring various ESG issues.

The ESG issues on which we have recently advised include:

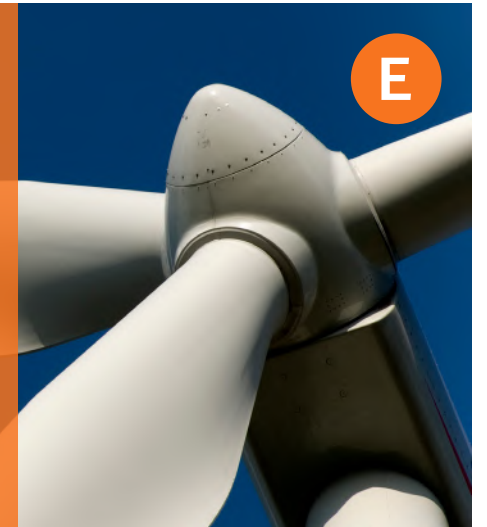
- Financial climate disclosure (mandatory from 2025).
- Other regulatory reforms (given increased urgency in light of COP26, held in November 2021).
- Diversity and Inclusion.
- Gender equality.
- Modern slavery.
- Sustainability clauses.

Our Corporate and 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. A number of our product groups are dealing with/advising on claims that involve climate risk and providing coverage advice. We are setting up a sustainability/climate change steering group to help us focus on the sustainability issues our clients want to hear about.

Our ESG areas of focus

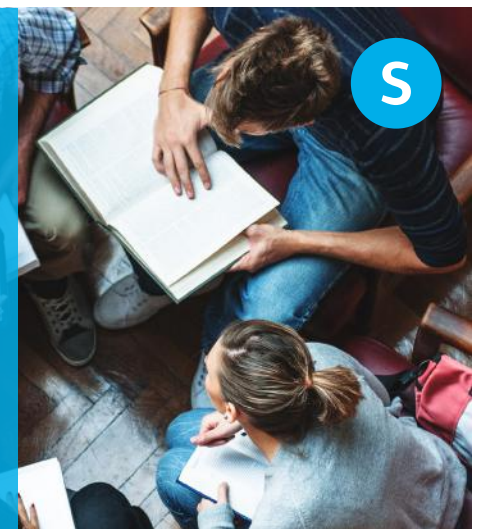
Environmental

We have measured our baseline emissions as part of our commitment to the Science Based Target initiative. We can now set, track, and report on our carbon emission reduction targets. Our aim is to transition to a low carbon global operational model. We will be able to demonstrate our commitment to both our clients and our people through our ambitious climate action strategy.



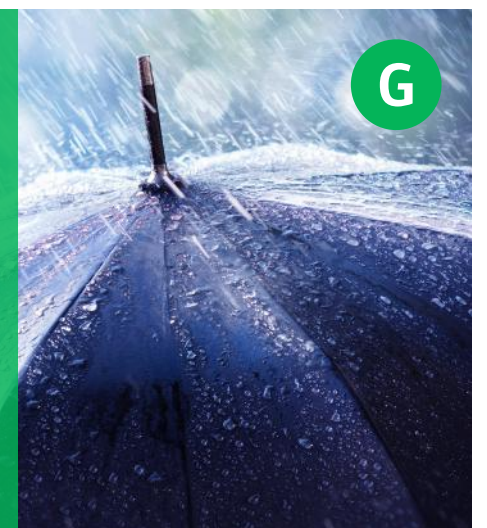
Social

Our core values continue to reflect the social aspects of our programme; for example, the development and well-being of our people, as well as implementing inclusive hiring practises, ethical procurement, community engagement, pro bono, and volunteerism, are important drivers toward our people and societal goals. These actions are key to meeting our commitments to drive progress toward the UN SDGs.



Governance

Effective governance procedures are the foundation of the Firm's vision to conduct our business responsibly. We are taking steps to be more transparent with how we communicate and report on our activities. This includes setting targets around Board diversity and carbon reduction together with working with third party experts to provide greater transparency for our stakeholders. We are listening to our people to create new policies to tackle social issues which will help us to embed a strong responsible business governance structure.





Headlines & highlights

A summary of some of our recent global initiatives.

Drafting climate clauses with The Chancery Lane Project

Our partnership with The Chancery Lane Project will enable our lawyers to assist their clients to implement their own climate action objectives. Find out more on page 29.

Give the World a Shot

We supported UNICEF’s VaccinAid appeal, Give the World a Shot, in September 2021. Find out more on page 15.

Expanding access to legal careers

We continue to expand our school outreach initiatives and insight events delivered by our Early Careers Team. Find out more on page 16.

Fighting youth unemployment in Spain

We will be introducing a second edition of the Insurance Social Leadership Programme (ISLP), which will focus on providing students with a broad understanding of the insurance sector as well as professional advice on their future career paths. Find out more on page 29.

Global Learning and Development Platform

In the six months since we launched our learning and development platform KITE – Kennedys Interactive Training Experience – our colleagues across the globe have truly embraced the wealth of opportunities available to further their career development and professional growth. Find out more on page 17.

Kennedys carbon emissions baseline

We have partnered with a recognised industry expert in Carbon Intelligence who have supported us in measuring our carbon baseline and monitoring our ongoing emissions. We have also set targets in line with the Science-Based Targets initiative (SBTi). These are currently being validated. Find out more on page 24.

Our ongoing commitment to nurturing a diverse workplace

To help us develop our distinct culture and as part of our commitment to promoting a fair, diverse and equitable workplace, we created global and regional diversity and inclusion employee groups. Find out more on page 8.

Our ongoing commitment to supporting the causes we care about

We will continue to work towards achieving our goal of building a global network of CSR Champions. They will deliver projects and activities in support of the causes our people care about to help strengthen our local communities and create a global impact. Find out more on page 8.

Campaign for Ukraine

To date, Kennedys has donated £50,000 to charities providing targeted humanitarian aid in the region.

One particular activity we’re supporting is the transportation of medical supplies and life-saving equipment to Lviv Children’s Hospital. In June a team delivered a lorry load of medical supplies to the hospital, following established supply chain routes. These were immediately directed to sick patients in need of urgent treatment.

Other local fundraising activities ranged from donating humanitarian aid to local Ukrainian community groups, to in-office collections. Our office in Mexico donated \$20k to UNICEF and Save the Children.

CSR Hours

Every Kennedys colleague is entitled to 10 paid volunteer hours to take part in CSR, D&I and pro bono activities or initiatives. They can find upcoming opportunities on our CSR and D&I intranet page or use our materials to research their own project or cause. Hours are available for any activity that supports the UN Sustainable Development Goals. Across our five priority goals, hours break down as follows:

- Climate action: **462**
- Education: **727**
- Health and wellbeing: **737**
- Peace, justice and strong institutions: **149**
- Reduced Inequalities (D&I): **718**

2,793

Volunteer hours used globally



£143,000

Total amount donated



Section 2: Being a responsible business

The United Nations Sustainable Development Goals

In 2015, world leaders agreed to **17 Sustainable Development Goals, also known as the SDGs**. These goals have the power to create a better world by 2030 by ending poverty, fighting inequality, and addressing the urgency of climate change.

Guided by the goals, it is now up to all of us – governments, businesses, civil society, and the public – to work together to build a better future for everyone.

Together, we can work to help advance the UN Sustainable Development Goals.

The SDGs...

- Can be used as a strategic tool to assist us in ensuring a better future for our planet.
- Provide a common language to engage with all stakeholders.
- Help us actively engage in corporate sustainability that can be measured against real-world outcomes.
- Are being addressed by regulatory trends and government incentives, accelerated by global issues.

Our clients are embracing the SDGs, using them as a source for innovation and investment. By aligning our objectives, we can become a collective power for the better.

Our priority goals and commitments

At Kennedys, we believe everyone in our firm can contribute to our role as a responsible business. That's why we joined the United Nations Global Compact in 2020. It is the world's largest corporate sustainability initiative, helping businesses advance the SDGs.

We have identified five priority goals most relevant to our business. Opposite, we outline our areas of focus as we work to make a difference to our people, our clients, and the wider society.



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



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



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



Tackle climate change and aspire to become net zero.



Develop a coordinated, targeted and impactful pro bono programme.



Goal 3: Good health and well-being

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

Our targets



- 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 colleagues by Q1 2022.
- We will launch a pilot global hybrid working policy by May 2021 to support our people 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 well-being of our communities, with a target of 90% participation in the next five years.



We adopted a new hybrid working policy, helping colleagues achieve a sustainable work-life balance that helps them to work at their best.

Supporting mental health and well-being in the workplace

We're giving everyone at Kennedys resources to support their mental health and well-being. We're working to increase enrolment in our Headspace App which provides support to our people (offering guided meditations, stress management tools etc) to 40% (from 27%).

Our new financial well-being programme is now available and we're aiming to include life insurance and income protection in our global benefits to give all our people greater stability.

In May 2021, we adopted a new (and well-received) hybrid working policy helping colleagues achieve a sustainable work-life balance that helps them to work at their best.

Helping our communities

In September 2022, we will roll out a digital resource platform to support the volunteer experience and standardise our volunteering networks processes. Once in place, we will be able to track initiative engagement and work towards our target of 90% participation by 2026.

Actions to support Goal 3

Well-being initiatives with our people in mind

While the transition to hybrid working gives our people greater flexibility, we want to ensure that everyone still feels connected to the Kennedys community and is supported by their peers. Working from home can sometimes feel isolating. This was particularly clear during lockdowns. We held a series of well-being initiatives over the last year to provide a space for destressing, spending time together and having discussions about mental health and well-being.

Well-being Month

As part of our Well-being Month, we organised global virtual drawing classes ('mindful art') as a stress management tool. We held a global virtual cookery class, giving colleagues a chance to destress while creating nutritious meals. We held open discussions at which our colleagues shared their methods for protecting their mental health.

Charitable fitness challenges

We have supported a wide range of employee initiatives which focused on creating healthy lifestyles and enabled us to give back to our communities. Challenges included a global step count competition, the Run 60 Miles Challenge, the Royal Parks Half Marathon 2021, the London Marathon 2021 and the Legal Walks initiative, raising money in support of The Access to Justice Foundation.



Total amount raised through our well-being initiatives: **£14,805**

Community well-being initiatives

We encourage our people to engage in initiatives that improve the well-being of our communities, and provide resources and support to ensure the brilliant projects they spearhead are as impactful as possible.

- We supported UNICEF's VaccinAid appeal – Give the World a Shot – in September 2021. For every Kennedys employee in Australia receiving their first COVID-19 vaccination, we donated ten vaccines globally, a total of 1,440 vaccines.
- In Australia, our CSR committee raised \$1,785 in support of the Aminata Maternal Foundation in Sierra Leone, which trains the next generation of midwives, supports mothers and maternal health, and provides pathways back to education or work.
- In Madrid, our colleagues joined 20 young people and their families at the Al Paso Association, which offers, psychological, educational and social support through assisted therapy with animals.





Goal 4: Quality education

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

Our targets



- 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 our 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 about the role they can play in sustainable development and global citizenship within our operations and the wider community.

Progress on targets

Launching our school outreach initiative

Our new school outreach initiatives have engaged around 600 students to date. One virtual insight event by our Early Careers team gave over 300 students application tips and an overview of our recruitment process for our training contracts and SQE roles.



Since 2020, **2,674 students** have completed our virtual work experience programme.

upReach – transforming social mobility

upReach aims to create the conditions for undergraduates from less-advantaged backgrounds to access and obtain top graduate jobs. We have partnered with upReach to deliver insight days, career academy sessions, mentoring, job application support and our most popular sessions: goal setting, CV reviews and application advice.

Attracting and supporting upReach students to Kennedys



1,324

Attendees at law video forums, including An introduction to Kennedys; Kennedys live virtual work experience; and Live CV workshops



51

One-to-one coaching calls with students planning to apply to Kennedys in 2020-21



64

Features in the upReach weekly update, WhatsApp groups, and Sector newsletters

Embedding learning & development strategy

Our vision is to develop an elite 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.

Kennedys Learning and Development Team have embedded strategic pillars and goals in support of our vision:

- Leading elite performance: Giving our leaders the tools they need to successfully manage their teams.
- Workplace transformation: Upskill our people to help them flourish in a culture of inclusion, diversity, and sustainability.
- Career & talent development: Ensure our pipeline of talent delivers elite performers.
- Client service culture: Build and deliver a learning curriculum to support a global client service culture.
- Global first: Improve our technology, processes, data and breadth of offer to all Kennedys locations.



85% of users believe the platform is an improvement on the previous version, whilst **84% of users** would recommend the platform to others.

Actions to support Goal 4

Virtual work experience initiative

Since June 2021, 3,704 students have enrolled on our virtual work experience initiative. 2,674 students have completed the programme so far. Each student receives a 'model answer' which they can compare their work and a completion certificate which they can include in their CV.

Students can choose to remain in contact with us after completion of the course. We share details of upcoming events, job opportunities and updates, and maintain an open line of communication.

Click [here](#) to find out more.

// Gives a great insight into what Kennedys is all about whilst also giving great tasks to better your analytical skills.

Student, National University of Ireland, Galway

// I am simply overwhelmed at the lessons learnt and the availability of materials to carry out the given tasks. I remain grateful to Kennedys for this opportunity because these lessons will remain useful throughout my legal career.

Student, University of Calabar, Nigeria

Junior lawyer career development curriculum

By expanding the reach of our Associate Development and Junior Lawyer Academy programmes across our APAC, LATAM, and EMEA regions, we've been able to provide targeted development opportunities for early careers talent and develop our talent pipeline for the future.

Accessing career development opportunities for all

We have expanded access to professional qualification and external course sponsorship in our Latin American and Bangkok offices.

English language programme

Our new 12-level programme is one of our flagship training initiatives and is reducing barriers to career development and progression for non-native English speakers.

Careers roadshow

More than 300 colleagues have attended roadshows in the past year, learning more about their career progression options and pathways

Seeing the future

We shared the career experiences of Kennedys people on our internal communication channels. These videos will form part of the onboarding process for new recruits, showcasing their potential future at Kennedys.





Goal 10: Reduced inequalities

Our commitment: We will reduce inequality across our business, creating equal opportunities for all.

Our targets



- We will aim for a 40% female partnership 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 raise awareness and train employees on discrimination and diversity issues by building them 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.



Female representation
at Partnership level: **32%**

Females promoted to
Senior Associate roles: **56%**

Females promoted to
Legal Director roles: **65%**

As a global law firm, we recognise that our strength lies in the diversity of our people who bring with them different cultures, backgrounds and experiences. We embrace, value and celebrate difference because we understand that diverse perspectives and experiences enable us to solve the toughest challenges. That's why we are diligently working toward increasing the inclusion and diversity of our workforce at all levels.

Progress on targets

Increasing female representation

We are on track to achieve our aspirational goal of 40% of partners being female by 2030. We currently have 32% female representation at partnership level, up from 31% last year. In 2021, 56% of lawyers were promoted to senior associate roles and 65% of those promoted to legal director roles were female. We know we have more to do to achieve equal representation, and we continue to regularly review our hiring, pay and promotion processes.

Inclusive hiring processes

We have reviewed and overhauled our entry-level recruitment processes in the UK to ensure they are accessible and inclusive. Our screening processes enable us to identify exceptional socially mobile candidates who might otherwise have been overlooked. Furthermore, we no longer score the education and work experience sections on trainee and apprentice application forms.

This allows us to focus candidates' strengths rather than their access to opportunities. In September 2021 Kennedys became one of the first law firms to provide UK graduates with an alternative route to qualifying as a solicitor (SQE).

We partnered with Aspiring Solicitors, upReach and The Careers & Enterprise Company to increase access to the legal profession for people from disadvantaged backgrounds and underrepresented groups (see below).

Rolling out diversity training

In May 2022 we launched our new D&I training. The training, which covers issues ranging from racism to sexual harassment, LGBTQ+ to parental discrimination, will be undertaken by all Kennedys employees and included in our onboarding process.

Supporting D&I Regional Advisory Groups

In 2020, we created five regional D&I advisory groups (Asia Pacific, Europe, Middle East and Africa, Latin America and the Caribbean, North America, and the UK). The groups meet regularly to share ideas, discuss new initiatives, provide feedback and advise on what more we could be doing. They also celebrate, educate and provide support to our colleagues and enhance our culture. The regional groups each have formalised budget processes which empowers them to bring their ideas to life.



Actions to support Goal 10: Celebrating diversity

International Women's Day (IWD)

In March we hosted a series of women in business events under the theme #BreakTheBias. We shared video clips of our people discussing unconscious bias, and how they were going to help #BreakTheBias in 2022.

Pride month

Jake Graf and Hannah Graf MBE joined us for webinar sessions celebrating Pride month in 2021. Jake, a trans male and Hannah, a trans female, married in 2018 and welcomed their first child in 2020. They shared their transition experiences and the process of having a baby as a transgender couple, while Kennedys colleagues were able to ask questions and share their own experiences.

Black History Month

Vanessa Chikaka, a lawyer and D&I specialist, joined us to discuss the topic of "colourism" (the practice of showing preference to those of lighter skin colour within groups of the same ethnic background) in the corporate sector. We learnt why race matters but also why colour matters too.

We also welcomed Julian Richard, a legal D&I expert, who discussed the findings of his 1% Study, which explores the key factors that have helped Black solicitors reach partnership (only 1% of all partners at major law firms in the UK identify as Black). These discussions enabled us to reflect further on our policies, processes and workplace culture.



LINK's summer party

Kennedys once again hosted LINK's summer party, held in partnership with GiveOut, which supports LGBTQ+ activism and equality worldwide. LINK's mission is to make the insurance industry the employer of choice for the LGBTQ+ community and all proceeds from the event were donated to GiveOut.

Dive In Festival

Kennedys was once again a global partner for the Dive In Festival – the insurance industry's flagship D&I event series created by Lloyd's.

Dive In Festival in numbers:

- 25,000+ festival attendees
- Events hosted in 36 countries
- 145+ online and in-person events
- Registrants from 103 countries
- 500+ participating speakers
- 500+ volunteers, including many from Kennedys, helped make the festival happen

Ten Kennedys people chaired and/or spoke at eight events across our global regions and we organised or hosted a further 24 events – more than doubling our role compared with last year.

Actions to support Goal 10: Improving access to and through the legal profession

We are committed to ensuring students from all backgrounds have equal access to a career in law. That's why we support a variety of initiatives that help attract students from underrepresented groups.

Supporting young law professionals in Australia

Kennedys partnered with Career Trackers, a non-profit organisation that provides employment and support to young Indigenous adults across the country. We welcomed our first intern in Sydney in November 2021. They have since joined our paralegal team permanently while they complete their degree, working with a partner mentor and supported by peer group buddies as part of Kennedys' junior lawyers career development programme. We hope to expand this programme and offer internships in our other offices.

Partnering with Aspiring Solicitors

In April 2022, we partnered with Aspiring Solicitors, an organisation committed to increasing diversity in the legal profession by providing free advice, events and coaching to students from underrepresented groups. Ten of lawyers have volunteered to become Professional Ambassadors. They will act as role models and will help support upcoming talent.

Participating in the Bright Network Festival

In September 2021, Kennedys took part in one of the UK's largest graduate careers events with a highly diverse reach. Our Early Careers team spoke to students about career opportunities and three of our trainees took part in a discussion about what it's like to be a trainee at Kennedys..

// From engaging with Kennedys
I intend to apply because they
are a great global law firm with
social mobility access.

Festival attendee

Mansfield Rule certification

In July 2021, Kennedys signed up to the Mansfield Rule in the US and the UK. The Mansfield Rule aims to boost the representation of historically underrepresented lawyers in senior and leadership roles. To achieve certification, firms need to:

- Ensure at least 30% of candidates considered for leadership roles, committees and activities are lawyers from historically underrepresented groups.
- Track and record the demographic breakdown of candidate pools.
- Engage in community building and knowledge sharing with participating firms.

Between 2017 and 2019, firms signing up to the Mansfield Rule significantly increased the ethnic diversity of their top leadership compared to non-Mansfield Rule firms. That's why we're excited to be taking part.





Goal 13: Climate action

Our commitment: Tackle climate change and aspire to become net zero.

Our targets



- We will report on our direct, indirect and other emissions (Scopes 1, 2 & 3) and set science-based targets (SBT) by 2022.
- We will develop business processes to continually collect, measure and track our performance in line with our SBT 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



Total carbon footprint:
93,522.76 tCO₂e*

Purchased goods and services accounts for **86.2%** of our overall footprint.

Kennedys baseline at FY20

Industry expert Carbon Intelligence has helped us measure our carbon baseline and establish ongoing emissions monitoring.

Due to the impact of the pandemic on our emissions, we have used the FY20 baseline as recommended by the SBTi.

Following our letter of commitment in 2020, we have set targets in line with the SBTi. Pending any changes following verification, these are:

70%

Reduction in Scope 1&2 emissions by 2030, from a 2019-2020 baseline



28%

Reduction in Scope 3 emissions by 2030, from a 2019-2020 baseline



Priorities for implementation

Our priorities for achieving these targets include:

- **Premises:** Working with facilities teams and Kennedys' landlords, we will integrate renewables into management protocols, switch to renewable tariffs or purchase Energy Attribute Certificates.
- **Supplier engagement:** Our programme will prioritise key suppliers by emissions or spend, then integrate sustainability criteria into procurement and onboarding.
- **Smarter travel:** Building on existing policies, campaigns and lessons learnt from COVID-19, we will engage our people on SBT and travel reduction goals. We will also:
 - Train key individuals such as frequent flyers or bookers to reduce their travel, take more sustainable transport options, etc.
 - Integrate team travel budgets and continue to work on travel guidelines and policies.
 - Implement a global business travel platform to measure emissions more effectively.

Beyond our target boundary we will explore innovation investment in low-carbon technology, materials and policies to further reduce our emissions.

Carbon management systems

Through data collection and carbon footprint baselining, we identified business areas that would benefit from data management systems. This year we plan to implement a global business travel management platform and global sustainable business travel policy. We will also review work to move our global energy contracts to renewables. Acting on these plans will create a more accurate data set for our carbon footprint, enable better, more localised data reporting, to help us significantly reduce our emissions.

We are in the process of calculating our emissions for FY21/FY22 which will be incorporated into our annual carbon reporting in FY23.

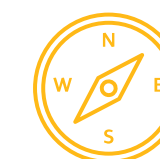
Sustainability within our supply chain

We know most of our emissions can be found within our supply chain. That's why we have set a target to support our suppliers through improvements in our procurement process.

This year we carried out an assessment of our major suppliers to identify potential climate change-associated risks. We are now working with internal stakeholders to develop a supplier questionnaire which will help us build understanding of our suppliers, identify areas for improvement and collect data which will enable us to collaborate in achieving their sustainability goals.

Support the Goals

Kennedys has once again been awarded a 5-star rating by Support the Goals, an initiative that rewards businesses for supporting the SDGs. A key element in achieving the rating is demonstrating engagement with and education of the supply chain. In 2022, we produced a supplier code of conduct which defined our procurement process and outlined our ethical expectations of our suppliers.



We are developing a training platform that our procurement team can use to educate and inform our suppliers about the SDGs.

* See Appendix II (Page 36) for a full breakdown of our carbon emissions



Actions to support Goal 13

Green Performance Pledge scheme

By signing up to the Green Performance Pledge, our Hong Kong office has agreed to share building efficiency data, install water meters and collaborate with other tenants to jointly improve environmental performance.

Canopy Project

As part of Earth Day 2022, we have partnered with the Canopy Project, which works to improve our shared environment by planting trees across the globe.



We have agreed to donate **£5 for every volunteer hour** used by a Kennedys colleague throughout the year.

Eco-Awareness Week

In November 2021, we held our first Eco-Awareness Week, showcasing local and global eco-initiatives. Activities were designed to help our people learn about our plans to tackle climate change, take part, and increase awareness of their individual environmental impact. Activities included:

- Meat-Free Monday: Our people from across the globe shared meat-free recipes on our intranet.
- Eco-friendly lunches: We provided lunches to all colleagues, supporting local companies using locally sourced, fresh food.
- The 'Kennedys, the insurance industry and climate change' webinar gave our people an insight into the challenges and risks the climate emergency presents to the insurance industry, and explored our and the industry's actions toward net zero
- Our 'Whale of a Solution for Climate Change' educated our people about the importance of global biodiversity protection initiatives.

Our lawyers are advising clients on transition risks and assisting with the drafting of contractual climate and sustainability clauses.

We are starting to see insurance claims (predominantly in the energy, construction, property, and marine sectors) which relate to damage caused by climate change. It's important that we now take decisive action on this global issue and support our clients in their transition to net zero. It's a strategic priority for us; it's a strategic priority for our clients and our people.



Goal 16: Peace, justice, and strong institutions

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

Our targets



- 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 people can access **10 volunteer hours each year to carry out pro bono activities** in support of projects they are passionate about.

Progress on targets: Developing pro bono governance

We recognise and actively support our people to undertake pro bono work. It enables us to utilise the skills and expertise of our people to meet the most urgent needs in our communities. It also provides us with an opportunity to provide legal assistance to organisations with social, environmental and humanitarian focus, thereby furthering the SDG agenda. In 2021 we developed a pro bono policy to communicate our commitment to pro bono work across the organisation. Our people can access 10 volunteer hours each year to carry out pro bono activities in support of projects they are passionate about. We recognise that this is not a major commitment. We will work towards increasing the number of pro bono hours available, together with developing new pro bono projects in 2022.

Pro bono pathways

As a global firm, we regard pro bono work as an important aspect of our lawyers' professional responsibility and development. For trainees, apprentices and junior lawyers, pro bono work is not only an opportunity to benefit the community but also a way to build more client contact experience and enhance their communication skills.



We particularly promote participation in pro bono activities that are aligned to our **five priority SDGs**.

We have a number of pro bono initiatives in the pipeline and will look forward to reporting on how these new partnerships are proceeding.

Actions to support Goal 16

Drafting climate clauses with The Chancery Lane Project

We recognise that of equal importance to improving our firm's ESG performance is exploring ways of integrating ESG considerations into our legal services.

This year, we established a partnership with The Chancery Lane Project (TCLP), a pro bono, nonprofit organisation.

They organised an interactive workshop for us to share what they are doing to introduce climate-conscious clauses. Highlighting the commercial challenges of incorporating climate-conscious clauses into contract drafting, their vision is to help organisations to include climate-change clauses in every contract.

This was brought to life in an interactive way as participants worked in groups to review clauses that were relevant to the type of work they do for their clients.

We always look for better ways to assist our clients with legal advice on ESG matters, and we are currently involved in a review of a specific climate-clause that relates to the insurance sector, and we look forward to showcasing details of our research and releasing an update of the new wording in the near future. Our project team discuss their work in the video below.



Helping Australia's community legal services

We know how important it is that all people have equal access to justice. That's why we are committed to offering pro bono legal counsel and representation to those who would otherwise be unable to afford it.

Our employment team in Australia supports the Kingsford Legal Centre, a community legal service promoting social justice, access and legal reform. We have also partnered with the Fair Work Commission Pro Bono Workplace Advice Service, helping to advise and represent individuals and small businesses in various Fair Work matters.

Helping an association in Spain with their social mission

Corazón y Manos (Heart and Hands) supports the socially vulnerable, such as those at risk of social exclusion or victims of gender violence.

The Corazón y Manos team recently interviewed Irene Moreno, Associate in Madrid, and Sergio Gato, a student, to promote our ongoing pro bono collaboration with the ICADE Legal Clinic at Comillas Pontifical University (ICADE), a legal clinic programme through which our Madrid office has been offering pro bono support services to students for the past two years.

You can find more information on our collaboration [here](#), and in the below videos.





How we're supporting other SDGs

Our commitment to the SDGs does not end with our priority goals. As a firm we continue to support other SDGs through various activities and initiatives that are meaningful to our people.



Going above and beyond for Beyond the Bow

During Christmas 2021, Kennedys in the UK donated gifts for children and young people whose families could not afford to buy gifts. We donated £14,630 worth of gifts to six children's charities, delivered 418 personalised gifts to homes around the UK, and helped spread a little Christmas cheer.

Providing aid to labour camps in Dubai

Our CSR champions in Dubai organised a Christmas appeal for SmartLife in support of workers living in UAE labour camps. The food, Christmas treats and hygiene products were gratefully received by the workers who only have access to basic facilities.



Making a difference in Philadelphia

Our office in Philadelphia held a successful Thanksgiving food drive in support of Philabundance, the city's largest non-profit food bank. We collected holiday staples and pantry basics to help make a difference to Philadelphians in need.



Insurance Supper Club sponsorship initiative

We hosted the launch of a new ISC Group (Insurance Supper Club) sponsorship initiative at our London office in April 2022. This international sponsorship programme aims to support aspiring females and promote greater inclusion in the workplace by connecting male sponsors to female leaders across the insurance sector.

118 people from across the insurance sector, including a number of colleagues from Kennedys, took part from Germany, Canada, UK, USA, Ireland, Switzerland, and France.



ESG 'Reputation Advisor'

A Kennedys-led consortium has been granted £783k by Innovate UK to develop ground-breaking software able to identify and assess reputational risk. 'Reputation Advisor' will analyse content and create a real-time reputational index of risks relating to ESG practices that impact a company's bottom line.

The remainder of the £1.2m project will be funded by Kennedys and our fellow consortium members: The University of Manchester, University College London, Cicero/amo and RiskCovered Limited.



Cleaning the beaches in Florida with Sent It 4 Sea

Our Miami office helped make the ocean just a little cleaner by clearing four huge bags of trash from Rickenbacker Causeway Beach, Key Biscayne, Florida, in support of local community organisation Send It 4 The Sea.

Waves of change in Singapore

35 volunteers cleared around 60kg of trash from Singapore's East Coast Park in November 2021. Organised by Seastainable Co, their efforts helped keep the shoreline picturesque.



Love Your Park in Philadelphia

The CSR team in Philadelphia chose the Smith Memorial Playground and Playhouse as their site for Love Your Park Fall Service Day, a day of cleaning and improving the city's beloved green space.



Our ongoing commitment

Over the next year we will continue to strive to make a difference for our people, our clients and our communities. We will work with external partners to support our vision of being a leading responsible business. We will continue to build on the solid foundations that are already in place to take us to the next level in terms of governance.

Through our D&I Advisory and CSR Champion networks we will work towards increasing engagement in our regions and locally. We will work closely with our suppliers to implement sustainable procurement processes and put in place our science based targets transition plans.

Looking forward, through our commitments, we will continue to develop our objectives within key focus areas including the health and well-being of our people, inclusive recruitment practices, engaging with communities and continue to support our people in their career progression and development. We will continue to be trusted advisors for our clients as they develop plans to transition to a low carbon economy and establish their own responsible business frameworks.

Being a responsible business is something that our clients, our people and the wider community increasingly expect us to report on, and we are committed to becoming a leader in this field.



We will remain future-focused as we strengthen our responsible business programme and continue to integrate ESG considerations into our business strategy.



Appendix I: Progress on commitments



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

Target – 2021	Progress	Status
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 colleagues by Q1 2022.	Developed initiatives including activities aimed at supporting our people's mental health and well-being. Launched a financial wellness programme; these materials are accessible to all of our people via our global intranet platform.	Completed
We will launch a pilot global hybrid working policy by May 2021 to support colleagues with work/life balance – with 60% positive feedback by May 2022.	In May 2021, we implemented a hybrid working policy that allows our people to design their own work schedules.	Completed
We will develop and promote resources that facilitate our colleagues to support and volunteer for initiatives that support the health and well-being of our communities, with a target of 90% participation in the next five years.	This year, we established regional corporate social responsibility (CSR) action groups and created the role of CSR Champion. Our internal CSR portal provides information about our priority SDGs, including resources and information about global awareness days, fundraising guidance, news articles, policies and processes. All our people can also access annual volunteer hours.	On track



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

Target – 2021	Progress	Status
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.	Created a number of school outreach programmes, in office career insight days and virtual mentoring activities which have supported 600 students. We continue to work with careers education partners including the Careers and Enterprise Company and upReach to assist disadvantaged students access guidance and information about career pathways into law. Our virtual work experience programme continues to thrive, attracting over 2,674 students to date.	On Track
By the end of 2021, we will embed our global career development framework, providing learning and development opportunities that support all our people to succeed at Kennedys.	We developed a three-phase strategy with action points and five strategic pillars that support our aims. For example, our career progression initiatives provide a structure and curriculum for career development to assist partners and employees in performing their roles and developing their careers. Materials are promoted on our careers intranet site and includes interactive materials that provide details on each development programme. Our people have accessed over 18,000 courses since the launch of our KITE learning platform, 84% of users would recommend the platform to others.	Completed
By the end of 2022, we will design and deliver a learning programme that educates our people about the role they can play in sustainable development and global citizenship within our operations and the wider community.	We are currently designing a new and interactive eLearning Platform which will standardise all our CSR processes, this will include access to a new Sustainability learning and development platform via our global intranet.	On track



Commitment: Reduce inequality across our business, creating equal opportunities for all

Target – 2021	Progress	Status
We will aim for a 40% female partnership by 2030	Female representation at 32%, up by 1%	On track
We will review and create more inclusive entry level and lateral hiring processes to be in place by the end of 2022	Began using the RARE recruitment tool, no longer score the education and work experience sections on trainee and apprentice application forms	On track
We will raise awareness and train employees on discrimination and diversity issues by building them into the onboarding process and training colleagues by the end of 2022	Launched new D&I inclusion training for all employees	Completed
We will build and implement policies including approval processes to support D&I Regional Advisory Group initiatives by March 2022	Allocated a budget to all respective D&I groups and formalised budget request approval process.	On track



Commitment: Tackle climate change and aspire to become net zero

Target – 2021	Progress	Status
We will report on our direct, indirect and other emissions (Scopes 1, 2 & 3) and set science-based targets by 2022.	We have engaged with Carbon Intelligence who have completed a baseline carbon footprint for Kennedys. Science-based targets are due to be validated in July.	On track
We will develop business processes to continually collect, measure and track our performance in line with our science-based targets by December 2022.	Carbon Intelligence have been working with us to implement a process that supports us with data collection and managing our environmental performance.	On track
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.	We have engaged with suppliers and identified potential climate change-associated risks. We have recorded a baseline carbon figure for our purchased goods and services and will work on our reduction targets upon validation of our science-based targets.	Early stage



Commitment: Develop a coordinated, targeted and impactful pro bono programme

Target – 2021	Progress	Status
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.	Published a new global pro bono policy to communicate our commitment. Set up a pro bono matter inception process for onboarding new pro bono clients.	Completed
We will focus on delivering pro bono opportunities to trainees, legal apprentices and junior lawyers as part of their career development.	All lawyers can access annual pro bono hours; a number of pro bono programmes are in development, including a partnership with The Chancery Lane Project together with onboarding several new pro bono clients.	Early stage

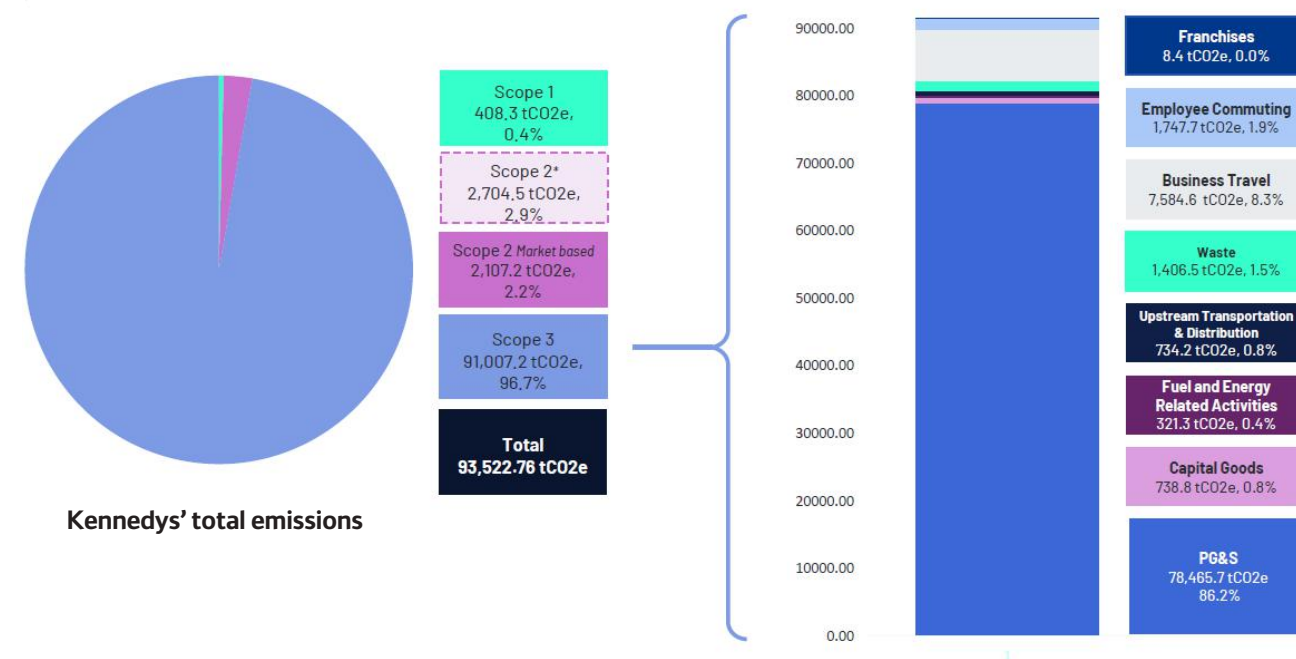
Appendix II: Our emissions and progress

Climate data capture

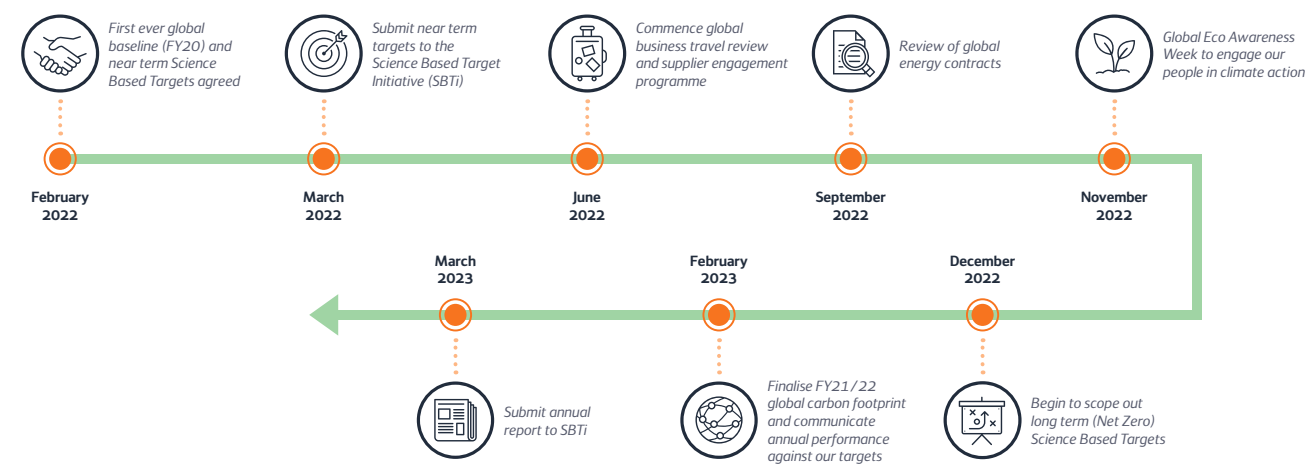
The impact of the global pandemic is reflected in our emissions data in FY20.

Outlined below is our scope 1,2 and 3 carbon emissions for FY20. Scope 3 emissions have been broken down by relevant category.

GHG Inventory 1 May 2019 – 30 April 2020



Our carbon strategy



Who we're supporting

This year, Kennedys and its people have supported a huge range of good causes globally. Some of the charities we have supported include:



Global Reporting Initiative (GRI) content index


This report has been created with reference to the following disclosures of the standards defined by the Global Reporting Initiative (GRI).


GRI Standard	Disclosure	Page number
102-1	Name of the organization	1
102-2	Activities, brands, products and services	6,8, 9
102-4	Location of operations	5,6
102-7	Scale of the organisation	5,6
102-12	External initiatives	6,7
102-13	Membership of associations	6,7
102-14	Statement from senior decision-maker	3
102-15	Key impacts, risks and opportunities	13 to 29
102-16	Values, principles, standards, and norms of behaviour	3 to 5
102-18	Governance structure	8
102-19	Delegating authority	8
102-50	Reporting period	1
102-55	GRI content index	38
305-1	Direct (Scope 1) GHG emissions	36
305-2	Energy indirect (Scope 2) GHG emissions	36
305-3	Other indirect (Scope 3) GHG emissions	36

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