



Delivering sustainable
growth through
**our responsible
business**



Welcome to our Responsible Business Report

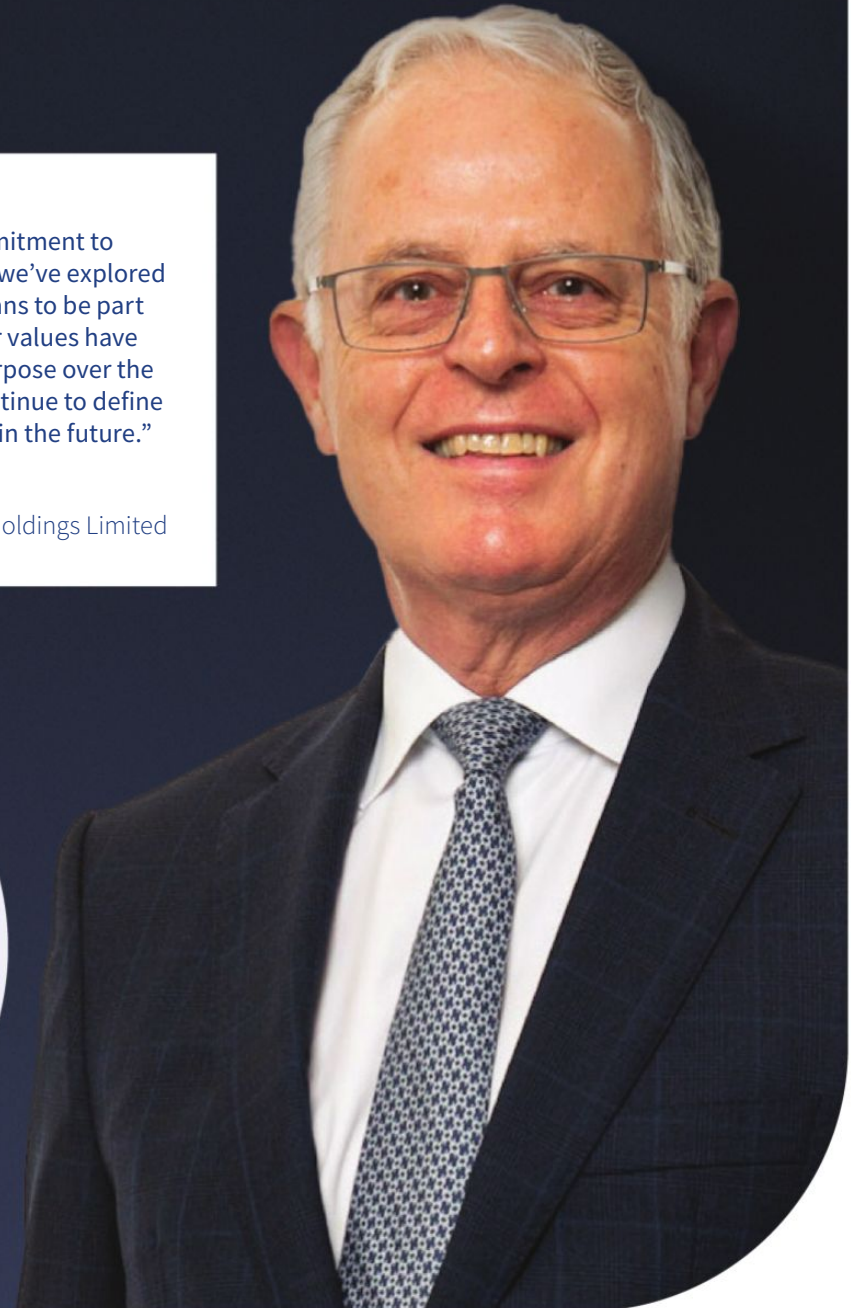
Together, we'll navigate life's ups and downs

Our purpose provides the foundation to our commitment to responsible business and is why we do what we do. It reflects our long heritage of using our skills and experience to understand, advise and support people whatever their situation, be it business or personal. Our values underpin our purpose; they guide our behaviours and the decisions we make. We know that to be a purpose-led, responsible business, we must live and breathe our values in everything we do. Quite simply, they must be how we do business.



To support our commitment to sustainable growth, we've explored in-depth what it means to be part of Irwin Mitchell. Our values have underpinned our purpose over the past decade and continue to define how we will operate in the future."

Glyn Barker
Chair, Irwin Mitchell Holdings Limited



Remembering our former CEO, Andrew Tucker

In August this year, during preparation of this report, our Group CEO, Andrew Tucker, sadly and unexpectedly passed away. Andrew was a firm believer in responsible business, encouraging us to live by our values, and to make a positive impact for the benefit of our clients, communities and our colleagues. His legacy is reflected in the pages of this report and the progress we have made: in the months and years to come, we will honour his memory through our continued commitment to being an inclusive, sustainable and responsible business.





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More responsible business online/www.irwinmitchell.com/responsiblebusiness
 Read our Annual Report and Accounts 2023 online/www.irwinmitchell.com/annualreport
 If you need to access this document in a different format, please contact:
ResponsibleBusiness@irwinmitchell.com outlining the format you require and we will respond as soon as we can.

Our business at a glance

We are a multi-award winning legal and financial services firm

Where we operate

With 18 locations and an international reach that covers well over 100 countries through our global network, we are able to serve our clients wherever they are.

19th

in the Great Place to Work Super Large category 2023



Leading Superbrand in the legal sector for the fourth year running

1,683

fee earners

243

partners

£276m

Group Revenue

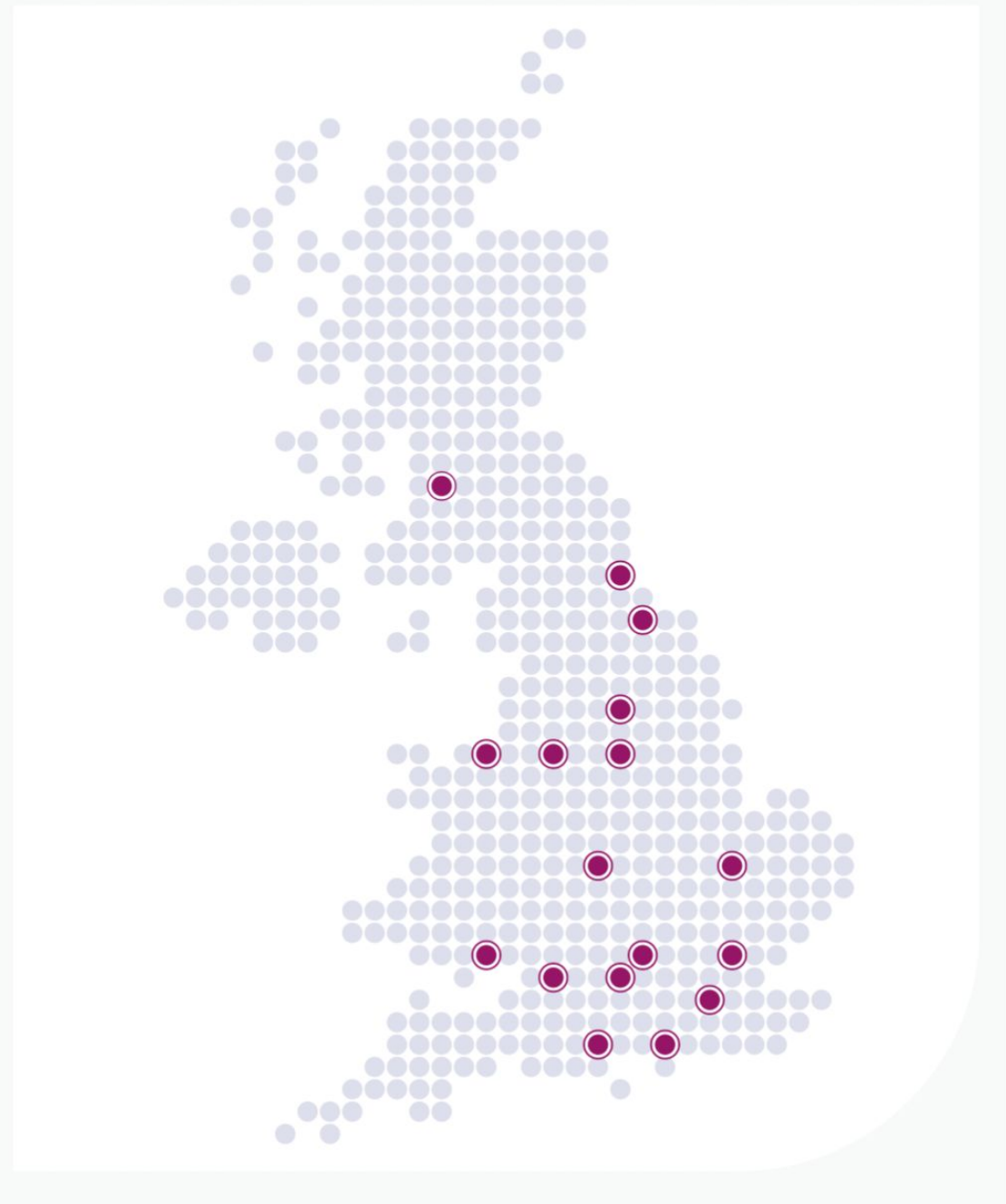
>1bn

assets under management



5 star

Trustpilot rating as at 30 April 2023



Becoming a leading responsible business

Over the last year we've continued to work with clients, suppliers, and other key stakeholders to navigate a variety of challenges and uncertainties ranging from the cost-of-living crisis and growing social inequality within the UK, to geo-political factors such as the conflict in Ukraine, the energy crisis, and the climate emergency.

Throughout this period of ongoing uncertainty, our focus has been on deepening our understanding of the impact these issues have on our colleagues, clients, and communities. Our aim has been to work collaboratively with all stakeholders to build resilience and identify shared solutions. The long-term value of our business is contingent upon our commitment to responsible business and our ability to maximise our impact for the benefit of all our stakeholders.

Despite the challenges, we've made significant strides towards our ambition to be recognised as a leading responsible business. Our work with independent sustainability consultancy, Corporate Citizenship, part of SLR Consulting, to evolve our Responsible Business strategy so it is based on stakeholder insight, has played a key role in this evolution.

We've continued to improve the way we work with our suppliers, launching our Supplier Code of Conduct.

Our near-term and net-zero Greenhouse Gas reduction targets have been verified by the Science Based Targets initiative and we're developing our Net-Zero Transition Plan. We've focused on wellbeing, diversity and inclusion implementing new training, policies, and procedures to create a more inclusive, happier, and healthier workplace.

As well as delivering thousands of hours of volunteering and pro bono work, we launched our three new national charity partnerships and supported the Irwin Mitchell Charities Foundation (IMCF), to donate over £100,000 to smaller charities based in our local communities.

We've embraced our potential for creating positive impact at scale by launching our own ESG advisory service, using our extensive expertise and experience to improve our clients' response to their own challenges and opportunities.

Whilst there is always more to do, I'm proud that we've grown our team, bringing in new expertise and developing our existing talent, to help us address the pressing societal and environmental issues that we face. As you'll see in this report, it's part of our culture to share our progress and I hope that by doing so it'll help inspire others on their own journeys in this space to embrace the ambition that is so urgently needed.

Victoria Brackett

Group Chief Commercial Officer and Responsible Business Executive Sponsor



Despite the challenges, we've made significant strides towards our ambition to be recognised as a leading responsible business."

Victoria Brackett

Group Chief Commercial Officer and Responsible Business Executive Sponsor

Our commitment to the United Nations Global Compact

Never before has it been so important for us to live our purpose, ‘together we’ll navigate life’s ups and downs,’ applying a multi stakeholder lens to consider our impact on clients, communities and colleagues and going beyond the provision of technical legal and financial advice to respond to our clients’ needs in a holistic way.

With that in mind, I am proud, as a signatory of the United Nations Global Compact (UNGC), to reaffirm our commitment to the Ten Principles and the framework provided by the Sustainable Development Goals (SDGs).

Victoria Brackett

Group Chief Commercial Officer and Responsible Business Executive Sponsor



The Ten Principles of the United Nations Global Compact

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



The United Nations Sustainable Development Goals (SDGs) provide a framework and a call to action with the aim of ending poverty, protecting the planet and striving for peace and prosperity for all by 2030.

We believe that businesses like ours have a critical role to play in achieving the SDGs. In FY20, we went through a consultation process with members of our senior leadership team to map out which SDGs were most closely aligned to the focus areas of our Responsible Business strategy (see page 7). In FY24, we will be repeating this process with the benefit of insight from our materiality assessment.

Evolving our strategy & governance: a multi-stakeholder approach

In the last 12 months, our Responsible Business strategy has evolved with the aim of focusing on the issues which are most material to our business and our stakeholders, and increasing the impact of our work.



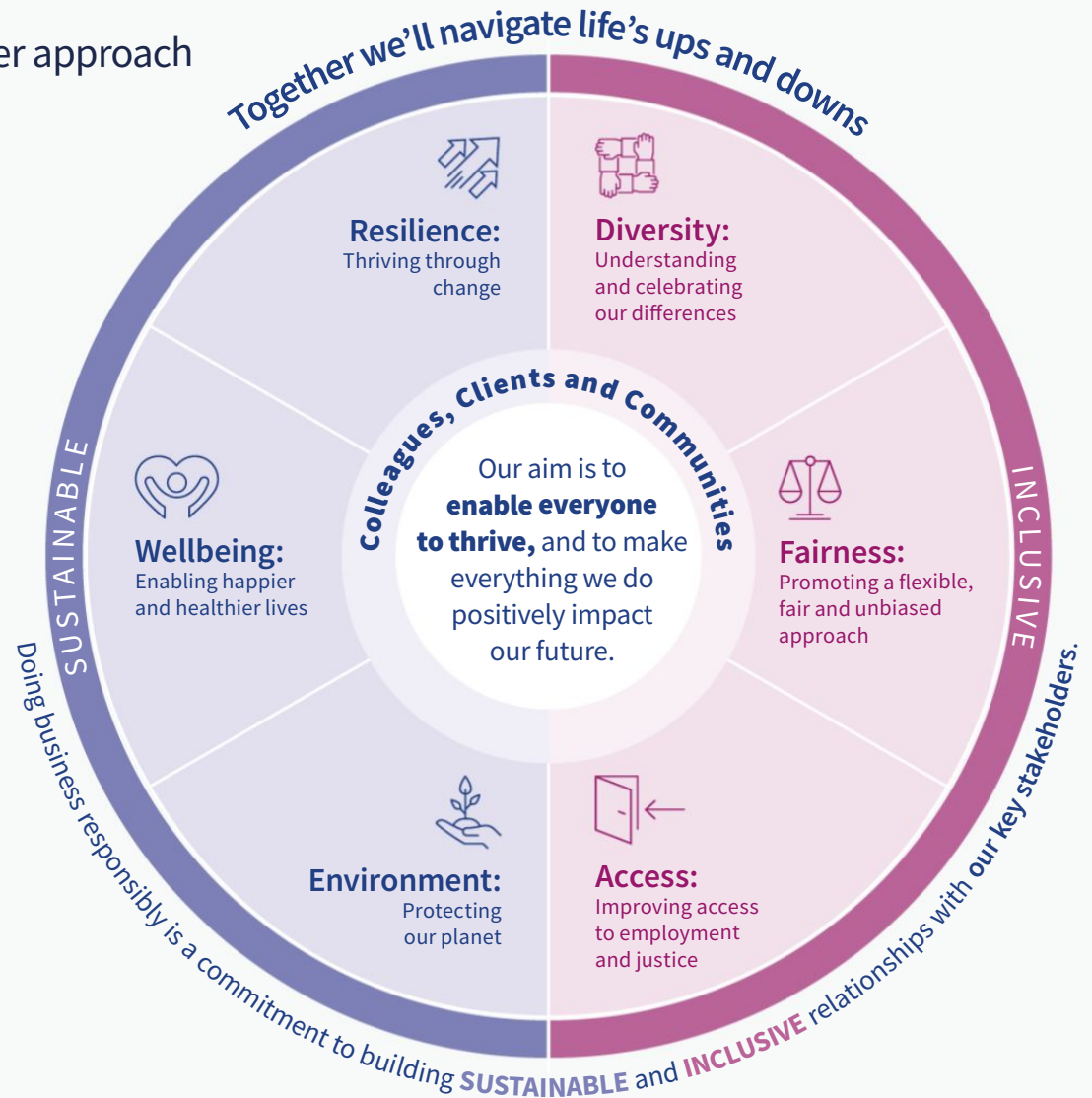
Inclusion and sustainability remain the two overriding objectives at the foundation of our Responsible Business strategy and align directly with our purpose: we strive to develop inclusive and sustainable relationships with our stakeholders, recognising that working together, we are better placed to navigate life's ups and downs.

We have structured this report in a way that demonstrates how we are working with each of our key stakeholder groups – our colleagues, clients and communities, to address the six focus areas outlined in our strategy: resilience, diversity, fairness, access, environment and wellbeing.

We have continued to focus on improving our governance, positioning the Responsible Business team as a central advisory service within Irwin Mitchell and created new roles to ensure we're consistently applying a multi-stakeholder and holistic approach to the delivery of our strategy.

We have also expanded the membership of our Responsible Business Committee (RBC), welcoming Victoria Brackett as our new executive sponsor. The RBC considers all aspects of our Responsible Business strategy and progress made in relation to its implementation and is accountable to the most senior decision-making level within the firm. It consists of subject matter experts, sponsors and representatives for our key stakeholder relationships. Our D&I Board, National Wellbeing Group, Group Environmental Sustainability, Community Investment and Pro Bono Forums have Executive sponsors and reporting lines into the RBC.

Kate Fergusson
Head of Responsible Business



SUSTAINABILITY priority SDGs:



INCLUSION priority SDGs:



Evolving our strategy & governance continued

Assessing materiality

In FY23, we commenced work on a 'double materiality assessment'. This involved consulting a range of our stakeholders to identify and increase our understanding of (1) the material environmental, social and governance risks and opportunities for our business and (2) the impact Irwin Mitchell can have on addressing key environmental, societal and governance issues within the communities we operate in.

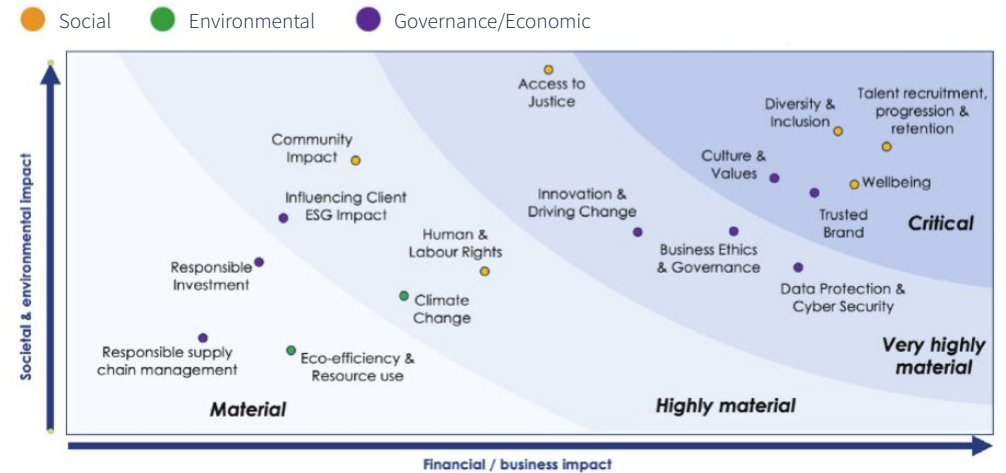
We engaged Corporate Citizenship, part of SLR Consulting, who undertook a landscape review and gap analysis to identify a shortlist of 16 material issues. Over 100 stakeholders including clients, colleagues (and potential future recruits), community partners and suppliers then participated in interviews, focus groups and surveys.

The results were analysed to contextualise and prioritise the issues.

We are already using the findings from this assessment to review the key focus areas of our strategy. This includes identifying those issues which we think are likely to increase most in their materiality to Irwin Mitchell in the future: Climate Change, Influencing Clients and Supply Chain Management.

The preliminary results of our materiality assessment were made available in July 2023 and are mapped out in the matrix (right).

Materiality Matrix



It is critical that we consider all 16 of the material issues holistically – how they intersect and how they impact on our different stakeholders. It would be a mistake to simply focus on those that are deemed ‘critical,’ but the matrix approach enables us to better prioritise and identify where we have the potential to make the greatest impact.”

Victoria Brackett
Group Chief Commercial Officer



A double materiality assessment is a valuable process for any organisation with ambitions to become a leading responsible business. Through focused engagement with stakeholders and strategic prioritisation of material topics an organisation becomes well-positioned to identify pressing financial risks and opportunities as well as impacts; this forms a foundation to build out a sustainable strategy that facilitates positive outcomes for the business and for wider society and the environment.”

Corporate Citizenship
part of SLR Consulting



Measuring our progress

We are committed to collaborating and working with partner organisations to measure the impact of our work, and ensure that we continue to use our skills, expertise and resources to make the greatest positive impact on our stakeholders. We use a range of external benchmarking tools and key performance indicators to monitor our progress:

We're signatories to:



Race at Work Charter Signatory

We're members or supporters of the following networks:



We participate in a number of external benchmarks to assess progress against our diversity and inclusion strategy, including:



Disability Confident: we have maintained Level 2 and are working towards achieving Level 3 in FY25.



Great Place to Work has recognised us as one of the UK's Best Workplaces for Wellbeing 2023 Super Large Employers (ranked 32nd); and one of the UK's Best Workplaces for Women 2023 – Super Large Employers (ranked 19th).



Stonewall Workplace Equality Index 2023 (ranked 36th).



We've been ranked 63rd in the Social Mobility Employer Index 2022.

Our Responsible Business performance data (KPIs)

Greenhouse Gas emissions and energy usage data for period 01 May 2020 to 30 April 2023

Streamlined Energy and Carbon Reporting (SECR)		2022/23	2021/22	2020/21
Environment	Emissions from combustion of gas (Scope 1 – tonnes of CO ₂ e)	19	40	21
	Emissions from combustion of fuel for transport purposes (Scope 1 – tonnes of CO ₂ e)	959	729	490
	Emissions from electricity purchased for own use including for the purpose of transport (Scope 2 – tonnes of CO ₂ e)	607	929	1,074
	Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3 – tonnes of CO ₂ e)	200	110	16
	Total gross tonnes CO ₂ based on above	1,785	1,808	1,601
	Office energy consumption to calculate emissions (kWh)	3,241,681	4,373,038	4,722,421
	CO ₂ emissions per colleague – based on the number of employees and Partners at financial year-end	0.58	0.62	0.52
	Scope 1 Tonnes CO ₂ emissions per m ² leasehold office space	0.026	0.020	0.013
	Scope 2 Tonnes CO ₂ emissions per m ² leasehold office space	0.016	0.024	0.028

For more information on our environmental performance data, please see page 24.

Additional environmental performance data		2022/23	2021/22	2020/21
Paper & Printing	Black and white sheets printed within leasehold offices	4,260,405	6,274,835	10,197,076
	Colour sheets printed within leasehold offices	3,958,033	3,399,848	2,223,531
	Total sheets printed within leasehold offices	8,218,438	9,674,683	12,420,607
Business Travel	Travel booked via travel management company CO ₂ tonnes	453.29	156.28	2
	Combustion engine vehicles in car fleet	75%	80%	92%
	Hybrid vehicles in car fleet	16%	6%	1%
	Electric vehicles in car fleet	9%	14%	7%

Our Responsible Business performance data (KPIs) continued

Communities					
Stakeholder	Performance Indicator/Measure	Progress to date	2022/23	2021/22	2020/21
	Percentage of Group colleagues utilising their volunteering hours (based on 3,089 average number of colleagues in FY)	Colleagues logged 6,345 hours of volunteering work for our communities in FY23	25.9%	16.8%	N/A
	Number of apprentices in the business	Read our latest insights	97	67	64

Clients					
Stakeholder	Performance Indicator/Measure	Progress to date	2022/23	2021/22	2020/21
Clients	EcoVadis Score	We've maintained our Silver award and improved on our score	Silver	Silver	N/A
	Average Trust Pilot Score	Trust Pilot rating 2023 (as at 30 April 2023); score is out of 5	5	4.7	4.7
	Net Promoter Score ¹	Measure of client service (based on feedback from clients about the likelihood of recommending our services)	59(1)	62	71

¹ Following a change in how we collate NPS data, in FY23 we included feedback from a wider range of clients to give us a better representation of our service delivery levels. While the figure has fallen, the comparable figure last year was not computed on the same basis. A score of above 50 is 'excellent' by industry standards.



Our Responsible Business performance data (KPIs) continued

Stakeholder	Performance Indicator/Measure	Colleagues			
		Progress to date	2022/23	2021/22	2020/21
Diversity and Inclusion	Percentage of colleagues sharing diversity information (including those selecting prefer not to say)		68.8%	72.8%	74.2%
	Gender Pay Gap (mean) data for LLP only	Full history of our pay gap reports available on our website: Our Gender Pay Gap Report 2022	9.7%	11%	10.5%
	Gender Pay Gap (median) data for LLP only		14.3%	20.5%	17.6%
	Percentage of women in partnership roles	Read our latest insights	52.8%	52.3%	48.1%
	Percentage of partnership promotions made to women		50.0%	40.9%	81.8%
	Percentage of women in senior roles (associate and above) in IM Asset Management	Exceeded our target of 30% by 2025	36.4%	39.3%	16.7%
	Disability Confident level achieved	Maintained Level 2 of Disability Confident, first achieved in June 2022 and working towards Level 3 by FY25.	Level 2	Level 2	Level 1
	Ethnicity Pay Gap (mean) data is only for LLP	Full history of our pay gap reports available on our website: Our Gender Pay Gap Report 2022	-5.3%	-6.4%	-7.4%
	Percentage of colleagues from Minority Ethnic backgrounds (excluding White Minority Ethnic groups) in partnership roles	Read our latest insights	5.91%	5.4%	5.0%
	Percentage of partnership promotions made to colleagues from minority ethnic backgrounds (excluding White Minority Ethnic groups)		16.7%	9.1%	4.5%
	Percentage of colleagues from Minority Ethnic backgrounds (excluding White Minority Ethnic groups)		8.4%	8.3%	7.9%
	Our ranking in Stonewall's Workplace Equality Index	Gold award received from Stonewall in 2023: Stonewall Workplace Equality Index Top 100 Employers	36 th	31 st	N/A
	Percentage of colleagues who are LGB+ (lesbian, gay, bisexual or other sexual orientation)		4.2%	4.1%	4.1%
	Percentage of colleagues with one or more disability	Read our latest insights	2.2%	1.7%	1.7%
	Percentage of colleagues from a lower socio-economic background		17.7%	18.4%	19.4%
Wellbeing	Our Great Place to Work Wellbeing Survey Score (based on colleague feedback)	Read our latest insights	68%	67%	64%

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Our priority SDGs:



Communities continued

Community Investment

Overview

We have a long-standing commitment to supporting our local communities through fundraising, volunteering and providing pro bono legal advice for those who cannot easily afford to access justice.

Supporting good causes through fundraising

Our colleagues raise funds in partnership with the Irwin Mitchell Charities Foundation (IMCF), which is an independent charitable foundation set up by colleagues in 1997 to support those experiencing hardship and distress in our communities (see page 16).

In total, Irwin Mitchell and its colleagues donated and fundraised over £259k for good causes in FY23.

Towards the end of FY23 we announced our three national charity partners: Maggie's, Teenage Cancer Trust and the National Literacy Trust, who we will be supporting over the next three years (see page 15).

Supporting our communities through volunteering pro bono

All colleagues are encouraged to maximise the opportunity to use their 14 hours (pro rata) Community Allowance, by taking part in skills-based volunteering activities aligned to our Responsible Business strategy.

Improving access to jobs and justice is a strategic priority and has been a focus of our community investment volunteering programme for many years. We recognise the value that our people's legal skills and expertise can bring to some of the most vulnerable people and organisations in society. We are members of LawWorks and support a number of pro bono legal advice clinics across the UK on an ongoing basis. We work with schools, including our work as part of the PRIME initiative, and universities, providing mentoring and skills-based activities.

Linking to our focus areas:



<h1>6,345</h1> <p>hours of volunteering activity provided to our communities (Group)</p>	<h1>£259k</h1> <p>Group and colleague charitable donations and fundraising</p>
<h1>87%</h1> <p>is the average score colleagues gave us for social responsibility in our annual Great Place to Work pulse surveys (Group)</p>	<h1>97</h1> <p>apprentices in FY23</p>

Communities – Community Investment continued

A collaborative approach to our new national charity partnerships

Our people are at the heart of our community investment programme and have helped evolve our approach so we can maximise our impact. Supported by expert external consultants, colleagues developed a new national charity partnership programme designed to align to our Responsible Business strategy, while still creating a local impact through fundraising, volunteering and pro bono advice. Over 1,000 colleagues participated in our selection process to choose our new national charity partners.

Meet our new national charity partners...



Teenage Cancer Trust offers unique care and support for young people aged 13-24, across the UK; funding nurses, youth workers and hospital units to support patients.



Thank you so much for the support you give to Teenage Cancer Trust, but most importantly, the support you give to our young people who have heard the news that they have cancer. That makes all the difference.”

Paul McKenzie

Director of Engagement,
Teenage Cancer Trust

Linking to our focus areas



Resilience



Wellbeing



Maggie's is a specialist charity offering free support to people with cancer, as well as their families and friends, online or in person, at their specialist centres across the UK.



At a time when people with cancer are facing huge financial challenges due to the cost-of-living crisis, this partnership has never been so important. Working together we can ensure people with cancer and their families can find free psychological, practical, and financial support, from the moment they are diagnosed.”

Dame Laura Lee

Chief Executive, Maggie's



Changing life stories

The **National Literacy Trust** transforms lives through literacy and is dedicated to raising literacy levels across the UK, working with schools and local communities.



This partnership comes at a critical time and will play a vital role in giving children and young people across the UK access to books and champion reading, writing and speaking, which we know plays a vital role in a child's well-being, how well they perform in school and their future employability.”

Jonathan Douglas CBE

Chief Executive,
National Literacy Trust

Communities – Community Investment continued

Celebrating grants made by the Irwin Mitchell Charities Foundation (IMCF)

We've continued to support the Irwin Mitchell Charities Foundation (IMCF), an independent registered charity established in 1997 by colleagues, which has since donated over £3m to good causes.

In the last 12 months, over 100 colleagues gave their time to help the IMCF develop a grant making mechanism, resulting in donations of over £100k being made to ten charities in early 2023. The donations have enabled these charities to continue vital work aligned to the promotion of wellbeing, access to justice and education.



**Irwin Mitchell
Charities Foundation**

£130k

donated by the IMCF to homeless charities and foodbanks in FY23.

£101k

of grants made to good causes across the UK through the IMCF.



Over the last 12 months, we're proud to have administered the first year of the IMCF Fund supporting ten charities with a total of £101k in grants. In addition, we were able to donate a further £130k to foodbanks and homeless charities during the winter months, as well as topping up the fundraising efforts of Irwin Mitchell colleagues and supporting disaster relief efforts. We couldn't deliver the support we do to these good causes without the help of Irwin Mitchell and its colleagues and we're grateful for the support and generosity they continue to show each year."

Adrian Budgen

Partner, Irwin Mitchell
and IMCF Trustee

Linking to our focus areas



Resilience



Wellbeing

Communities – Community Investment continued

Case study

The Irwin Mitchell Charities Foundation Fund



We're thrilled to receive such a generous grant from the IMCF in support of our buddy service. It really is a vital lifeline for many of our clients, just knowing they have someone to talk to who really understands what they are going through. This funding will enable us to develop the service further, recruit and train more buddies and reach more people affected by cancer in South Yorkshire."

Emma Draper

Chief Executive, Cavendish Cancer Care

Recipients of IMCF Fund grant in FY23



For a small charity like ours, a £10,000 donation from the IMCF enabled us to keep running family support services during a difficult financial time. Our primary purpose is to provide specialist and adapted equipment to children and young adults living with disabilities and terminal illnesses. The pandemic meant that applications for support from our charity rose considerably during a time when income was drastically reduced. Your donation meant that we could continue to support families and carers of disabled children when they needed us."

Siobhan Sargeant

Charity Director, The Chronicle Sunshine Fund

Communities – Community Investment continued

Case study

Social mobility and widening access to the legal sector

We are committed to unlocking the potential a truly diverse workforce can offer, which is why widening access to the legal profession is an area of focus for us.

In 2022, for the first time, we took part in the Social Mobility Employer Index. We have used the vital insights from taking part to understand the steps we need to take to drive our social mobility agenda.

Our approach centres around increasing aspirations and reducing the barriers those from lower socio-economic backgrounds can face when preparing to leave education and enter the workforce. This includes providing alternative paths into our careers outside of the traditional university route, raising awareness of the many different job opportunities Irwin Mitchell offers and empowering

people who may not have traditionally considered that a career in the legal and financial services sector would be open to them. We do this by providing high quality work experience, mentoring and apprenticeships as well as school outreach activities and events, throughout the year.

In addition to ensuring our recruitment practices are unbiased and fair, developing strong partnerships with our communities and educational institutions across the UK to improve outcomes for children from disadvantaged backgrounds remains a key part of our strategy.

Linking to our focus areas:



Fairness



Access



Resilience



¹For more information, visit / www.gatsby.org.uk/education/focus-areas/good-career-guidance



We must continue to be more open-minded about the ways in which we can attract prospective applicants who have never thought about a career in law. We understand that these opportunities can be life changing and we are striving to do more in terms of developing talent.”

Lorcan Seery

Apprentice Manager, Early Careers

We continue our work with PRIME, a consortium of law firms committed to improving social mobility and access to careers in law that we have been members of for over a decade, and successfully deliver PRIME work placements in most of our offices, with the support of the Sutton Trust. Our employee network IM Aspiring, led by partner Satinder Bains, was relaunched in 2022 resulting in increased support from colleagues to deliver the programme going forward.

In 2022, we continued to deliver careers outreach work in schools in Birmingham and Sheffield and launched a mentoring programme with City, University of London aimed at Black, Asian and Ethnic Minority law students.

Additionally, colleagues from our Early Years Careers team have taken on voluntary Enterprise Advisor roles allowing us to link into schools local to our offices to help them better prepare students for the world of work by meeting the eight Gatsby benchmarks, which serve as a framework for world-class careers provision.¹

Since 2021, we have increased the number of apprenticeships we offer from 3 to 18. As well as helping us recruit great talent externally, apprenticeships also provide a fantastic opportunity to upskill our current workforce, and help our people develop meaningful and rewarding skills to support our business.

97

undertaking apprenticeship in FY23.

43

PRIME students engaged during FY23.

63rd

First Social Mobility Employer Index Ranking 2022.

Communities – Community Investment continued

Case study

Working in collaboration with City, University of London

This year, we proudly partnered with City, University of London (City) on a joint pilot mentoring programme for Black, Asian and ethnic minority undergraduate law students.

The initiative is aimed at tackling racial inequalities and facilitating social mobility in the legal industry. Twenty City undergraduates were paired with Irwin Mitchell colleagues with similar fields of legal interests, for a six-session programme covering key topics to assist career progression. The feedback from mentees and mentors was very positive, with both groups feeling significant benefits.



While for some mentees this was a first opportunity to speak with a practising lawyer and to gain insight into the realities of working in law, our mentors also valued the chance to develop their coaching skills.

The initiative was led by Angela Jackman (KC) Hons, and Partner at Irwin Mitchell:

“I was the first member of my family to go to university and was mentored throughout the application process to university, so I’ve always valued the opportunities during my career to mentor, when I can. Between 2020 and 2021 I was a member of City’s Staff Network for Racial Justice and worked with colleagues and students to push the agenda for improving the attainments and prospects of Black, Asian, and minority ethnic students. The availability of mentoring programmes like this helps to increase students’ confidence and provides them with insights and resources that might not otherwise be available. I’m proud to have led this pilot and to have seen the benefits experienced by mentees and mentors which plays a key strategic role in our continued commitment to diversity and inclusion.”

Thanks to its success, the programme is due to run again with City in the new academic year on a larger scale, and our long-term ambition is to extend its reach geographically and to cover other professional areas outside of law.



Taking part in this programme has helped me engage with both application and interview skills which I was able to learn from for future opportunities. I was also researching about different firms and jobs which helped me to decide that I want to pursue a different career.”

Student mentee

Anonymous*



The mentoring scheme has been a fantastic opportunity for our students to discover what life is like as a lawyer outside of the legal textbooks, which for many of our students has been a game changer. Working with a specialist in the legal field a student may be applying for will provide experience that helps them stand out in this competitive world.”

Jane Bradley-Smith

Associate Dean, City, University of London

* Names of mentees have been anonymised in the interests of student confidentiality

Communities – Community Investment continued

Case study

Supporting students through the Envision programme

Colleagues in our Birmingham office volunteered to mentor students from a local school, Ark Boulton Academy.

This year, the Irwin Mitchell Charities Foundation (IMCF) made a grant of £10k to Envision, a charity which runs 12-week mentoring programmes empowering young people from less advantaged backgrounds to develop and build skills and confidence by tackling social issues impacting their communities. Over the course of the programme, the young people work with mentors and Envision staff to design, develop and deliver a social action project.

The IMCF’s donation supported 105 young people from five schools across Birmingham to complete the programme during 2022-23 and develop essential skills and confidence.

Five Irwin Mitchell colleagues also volunteered as mentors on the Envision programme, mentoring nine students from a local Birmingham school, Ark Boulton Academy. Each gave their time over the 12-week programme to meet with their mentees and support them with their youth social action project: which was focused on tackling mental wellbeing in school through the introduction of positivity awards.

To ensure the greatest impact, the students were selected from a range of backgrounds including young people who would be the first generation in their family to enter higher education, those from a low socio-economic household, young carers, young people with mild special educational needs, young people with English as an additional language, and/or those with low self-confidence or self-esteem.

Emma Rush, a partner at Irwin Mitchell and mentor on the programme was named as the Mentor of the Year during the final graduation event. The student presenting the award summed up why Emma had won by saying: “You showed me I can be anything I want to be.”

77%

of the 105 young people supported by the IMCF, were eligible for pupil premium or free school meals

86%

of the 105 young people supported by the IMCF said that taking part in the Envision programme helped them grow their confidence

Linking to our focus areas:



Fairness



Access



Resilience



Thank you to the Irwin Mitchell mentors for your time and support with our project. If it wasn’t for you, I don’t think we would have got anywhere.”

Student mentee

Anonymous*



Getting involved in this work really helped highlight the positive impact that volunteering has on our own confidence, skillset and wellbeing. Our colleague mentors were able to develop their coaching and mentoring skills, build on their collaborative working skills, and deepen their understanding of effective social action and how to make a positive difference to a young person’s life.”

Laura Daly

Partner Lead for Envision Programme and RBC Committee Member

* Names of mentees have been anonymised in the interest of the programme.

Communities – Community Investment continued

Our commitment to increasing access to justice

Widening access to justice through pro bono

Providing pro bono legal advice is one of the most valuable contributions our lawyers can make to our communities, and given the cost-of-living crisis, is needed more than ever.

Advising individuals and organisations who are unable to access justice, remains a key focus of our Responsible Business strategy. This year we have appointed a new Pro Bono and Volunteering Programme Manager, continued our membership of LawWorks and joined Pro Bono Connect. The latter enables our colleagues to collaborate with barristers acting pro bono on civil matters for individuals, charities and community groups who cannot afford legal advice or representation.



Linking to our focus areas:



“I’m excited to build on the strong foundations Irwin Mitchell has in supporting its local communities through the development and evolution of our skills-based volunteering and pro bono programmes, enabling more colleagues to make an even bigger impact.”

Clementine Burch
Volunteering and Pro Bono
Programme Manager

“Developing a robust pro bono programme, supporting the most vulnerable in our society who are unable to access legal advice requires dedicated resource. In FY23, we were delighted to welcome, Clementine Burch as our new Pro Bono and Volunteering Programme Manager, and with her appointment, and significant experience as a commercial litigation solicitor, we can continue to develop the fantastic programme of pro bono work currently undertaken by our colleagues.”

Richard Kayser
Partner and Pro Bono Lead



Communities – Community Investment continued

Case study

Working with LawWorks to support access to welfare benefits

The demand for pro bono legal advice for individuals facing social welfare issues continues to exceed supply.

During FY23, our lawyers have continued to support LawWorks' welfare benefits advocacy project, which helps individuals appealing assessments made by the Department for Work and Pensions (DWP) to the First-Tier Tribunal. The appeals relate to decisions made by the DWP to remove, reduce or not to grant an award in relation to three benefits: Employment and Support Allowance (ESA), Personal Independence Payment (PIP), and Universal Credit, and goes to help many disabled clients who do not have the financial resources to pay for legal representation.

We've been supporting the initiative since 2019, and to date, have advised 12 clients with appeals. During FY23, we have been successful with several cases, which has meant the awarding/reinstatement or increase of welfare benefits. The work carried out by our colleagues who volunteer for the project, helps vulnerable individuals gain access to the benefits that they are entitled to.



One such individual was suffering from sickle cell anaemia and had been unsuccessful in their application for PIP, having been awarded 0 points by the DWP. Two colleagues volunteered to advise the individual through LawWorks' Welfare Project under the supervision of a LawWorks' in-house lawyer. Through their hard work, preparing for and attending the hearing, the tribunal determined that the individual was entitled to the daily living component of PIP at the enhanced rate from January 2022 to January 2027.

The individual wrote:



I want to thank you all for your help and time with my appeal. I am overwhelmed by the decision. I am certain without your help I would not have received it as I previously went to Tribunal in 2016 and was unsuccessful."

Linking to our focus areas:



Fairness



Access



Wellbeing

Communities – Community Investment continued

Case studies

Using our expertise in family law to achieve a fair outcome

Our family lawyers advise clients during, what is often, one of the most difficult times of their lives.

In one such recent case, our lawyers successfully acted pro bono for a mother of three children, facing allegations by the children's father that she was alienating them from him.

Working closely with a barrister from 1GC Family Law, our lawyers successfully secured a positive judgment from the Circuit Judge when the case was remitted back for a re-hearing of the facts.

The judge found in favour of our client on all allegations and dismissed the father's allegations¹. The published judgment is highly relevant for practitioners in this area of the law as to how the law is now applied.



Our work with Queen Mary's Legal Advice Centre

During FY23, our London Employment Team has continued to support the award-winning Queen Mary Legal Advice Centre, providing pro bono advice and legal supervision to university undergraduates.

The Queen Mary Legal Advice Centre offers free legal advice for members of the public who may not be able to afford employment legal advice whilst meeting the educational needs of its law students who are looking to gain first-hand experience.

Members of the public attend a meeting and then receive free written advice explaining their legal position. Through the centre, our volunteers provide vital support for the many employees and workers in East London who are unable to afford legal representation.

Linking to our focus areas:



Fairness



Access



Wellbeing

¹ K v K (No. 2) 2022
EWFC 171

Communities continued

Our Net-Zero Focus Areas

Climate change is important to our clients, our colleagues, and our communities.

We are committed to a net-zero future and believe that as a multi-award winning legal and financial services firm we can play a significant role in supporting the transition across our stakeholder groups.

In 2022, Irwin Mitchell announced a commitment to achieving net-zero by 2040 and the interim goals we would meet along the way. As we mark one year since launching our new strategy, we can report positive progress including the alignment of our targets with the latest climate science and continued development of the transition plan that will help to deliver on our environmental goals.

Our climate targets

We achieved approval of our near and net-zero science-based emissions reductions targets with the Science Based Targets initiative (SBTi) and in accordance with the SBTi Net-Zero Standard.

Our Roadmap to Net-Zero addresses both direct and indirect impacts of our organisation, and those objectives will guide our environmental strategy now and into the future. See the Roadmap to Net-Zero on page 26 for more information on our verified targets.

In 2022, we partnered with award-winning sustainability reporting software provider Greenstone, to evolve our non-financial reporting capabilities and ensure that our data management and analytical systems are sufficiently robust in support of our science based target tracking.

Achieving net-zero

We are committed to achieving significant direct emissions reductions across Scope 1, 2 and 3 and have aligned our targets with a 1.5°C pathway (the widely agreed safe limit for global temperature increase).

Our strategy includes five focus areas, which represent our most material environmental impacts and we report here on key activities to decarbonise across those categories and deliver on our Roadmap to Net-Zero.

In FY24, we will develop a Net-Zero Transition Plan for across the Group and in line with the latest recommendations from the Transition Plan Taskforce. This will incorporate the development of a financial planning framework including our longer-term ambitions.

We will continue to review our approach to the counterbalancing of any residual emissions via GHG removal or verified offset schemes, in line with SBTi criteria.

Our priority SDGs:



Linking to our focus areas:



Communities – Our Net-Zero Focus Areas continued



Linking to our focus areas:



Resilience

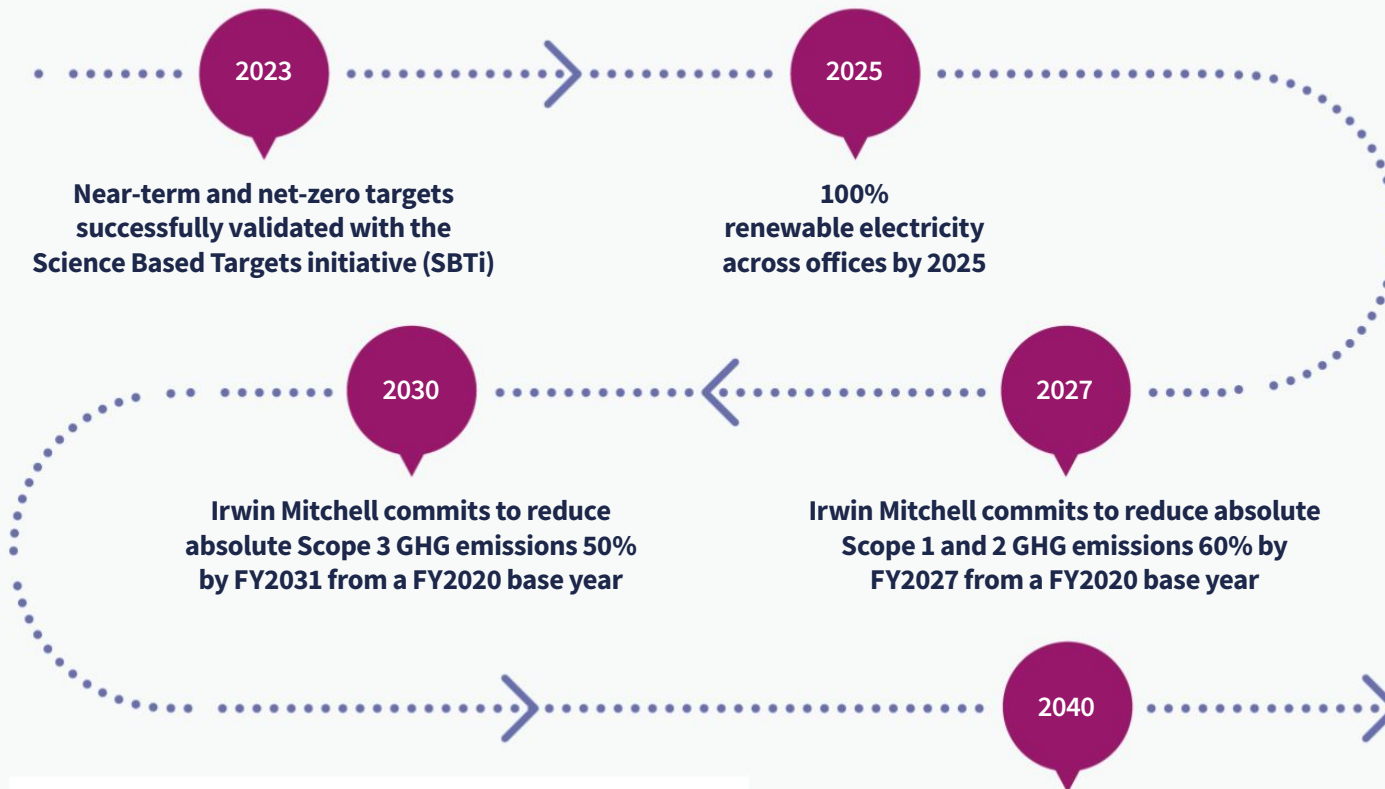


Environment

Scope 1 and 2 Greenhouse Gas emissions	Key activities
Energy	<ul style="list-style-type: none"> Promote energy efficiency and digitalisation of processes across our office estate. Use net-zero as a central principle of our property strategy and data centre plans. Further increase renewable electricity use; working with our landlords to advocate for renewable electricity provision for all leasehold offices.
Vehicle fleet	<ul style="list-style-type: none"> Implement policy changes that will enable the transition to a more sustainable car fleet.
Scope 3 Greenhouse Gas emissions	Key activities
Business travel	<ul style="list-style-type: none"> Closely monitor travel emissions through internal reporting and management review. Review our business travel policies, including continued emphasis on promoting virtual working practices wherever possible. Investing in technology to support with virtual and hybrid meetings.
Supply chain	<ul style="list-style-type: none"> Engage with our strategic partners on climate action. Formalise our supply chain sustainability activities through further development of our sustainable procurement procedures - for example, we've updated our Supplier Code of Conduct. Purchase sustainable alternatives – for example, paper produced using alternative raw material.
Stakeholder engagement	<ul style="list-style-type: none"> Support our clients with their own net-zero transition, via the roll-out of our ESG proposition. Promote climate awareness to our key stakeholders – our clients, colleagues and across our communities. Inspire our colleagues to take climate action – for example, via paperless working, waste reduction and community volunteering.

Communities – Our Net-Zero Focus Areas continued

Roadmap to Net-Zero



- Baseline year is 2019 (FY20).
- SBTi – Science Based Targets initiative.
- Scope 1 & 2 – emissions from company facilities, vehicles and purchased electricity.
- Scope 3 – broader category of emissions including purchased goods and services, business travel and employee commuting.
- Net-zero – achieving an overall balance between GHG emissions released and removed from the atmosphere.



We have a clear vision and strategy in terms of what we want to achieve. Our climate targets have been verified by the Science Based Targets initiative (SBTi) and we’re developing our Net-Zero Transition Plan aligned to those. As well as further embedding our approach to environmental governance and engaging colleagues, we’re also exploring new ways we can work with our suppliers to improve our impact.”

Louise Needham
Environmental and Sustainability Manager

Communities – Our Net-Zero Focus Areas continued

Key climate-related risks and opportunities

Climate-related risks	Financial risks	<p>Investments Growing risk of investments being impacted by stranded assets linked to fossil fuels.</p> <p>Strategy and revenue Potential financial loss from failure to adapt our core services to consider the impacts of climate change.</p> <p>Energy Higher energy costs due to transition to renewables, take-up of low carbon technologies, rising temperatures increasing energy and water consumption for cooling across operations (offices and data centres) could impact operational costs and supply chain.</p>
	Regulatory risks	Changing regulations will increase compliance requirements.
	Market risks	Potential changes to markets as supply and demand shifts for certain commodities, products and services due to climate-related risks and opportunities being taken into account.
	Reputational risks	<p>Stakeholder perception The ESG approach and in particular climate action strategy of an organisation is a potential source of reputational risk tied to changing stakeholder perceptions.</p> <p>Attracting and retaining talent Lack of new talent attracted to or retained by the Group due to poor perception / reputation based on environmental performance.</p>

Physical risks	Health, safety and wellbeing risks	Posed to our colleagues, clients and communities as climate patterns change and extreme weather events become more commonplace.
	Disruption and physical damage	Service to clients, offices, operations, business travel and supply chain face disruption as they are impacted by acute physical events such as flooding.
Climate-related opportunities	Litigation	Rise in climate-related litigation claims by property owners, states, insurers, shareholders and public interest organisations. Reasons include failure of organisations to mitigate against or adapt to climate change and poor disclosure around material financial risks. Rise of accusations of 'greenwashing'. As the value of loss and damage arising from climate change grows, litigation risk is also likely to increase.
	Financial	<p>Resilience Improved financial resilience and confidence in short, medium and longer-term business plan and investments by applying a 'climate lens' to the firm's business model and financing decisions. Collaborate with like-minded organisations supporting the transition (e.g. clean tech and infrastructure innovations) and phase out inherent risk areas, including fossil fuels.</p> <p>New propositions Respond to the growing market for ESG solutions by developing ways to support clients on their decarbonisation journeys, including the provision of advisory services and guidance on the regulatory landscape and appropriate governance frameworks.</p> <p>Resource efficiency Lower operating costs due to improved efficiency of buildings, equipment and transport e.g. energy, materials, water and waste management.</p>
		Climate justice
	Supply chain	Tackle broader greenhouse gas (GHG) impacts and partner with like-minded organisations by collaborating with key suppliers to support their transition.

Linking to our focus areas:



Resilience



Environment

Communities – Our Net-Zero Focus Areas continued

Climate-Related Financial Disclosures

We continue to integrate the identification of climate-related risks and opportunities into our business processes, along with the development of resilience plans where the risk posed is likely to have a material impact on our business strategy, operations or supply chain.

This has included the development of a flooding playbook to support with any potential impact in a specific at-risk location.

We voluntarily provide climate-related financial disclosures and plan to evolve the maturity of our approach to include climate scenario analysis conducted upon a subset of our material risks.

Governance

Board and senior management oversight of climate-related risks and opportunities is supported by embedding climate within our established Responsible Business governance structure.

Responsibility for the overall strategy has been delegated by the most senior decision-making level in the firm to our Responsible Business Committee (RBC). Oversight of climate-related risks and opportunities is provided to the RBC on at least a quarterly basis.

Our Group Environmental Sustainability Forum (GESF) is made up of strategic leads accountable for the main elements of our environmental strategy, representatives of our colleague sustainability network, IM Green, and our suppliers.

The Group Executive Committee (GEC), and the RBC have supported our Environmental strategy and therein, our commitments to environmental performance improvement and climate action targets, including achieving a status of net-zero by 2040. The RBC oversees progress against our targets and alignment with our overall Responsible Business strategy.

Linking to our focus areas:



Resilience



Environment



Communities – Our Net-Zero Focus Areas continued

Strategy

Our Group strategy is purpose-led and underpinned by our commitment to work together to navigate life's ups and downs. This is perfectly aligned with the theme of remaining adaptable to the challenges brought by climate change. We consider ourselves to be well structured to anticipate potential impacts on our business and to grasp the opportunities presented.

Becoming a leading responsible business is fundamental to our future success. Sustainability, and our goal to make everything we do positively impact our future, is one of the two key principles of our Responsible Business strategy. Environment and Resilience have been identified as material issues for us and represent two relevant and interconnecting focus areas which help us achieve the aims of the strategy.

Our Environmental strategy and the frameworks and structures described here enable the effective identification, assessment and overall management of material climate-related risks and opportunities.

Linking to our focus areas:



Resilience



Environment

Risk management

The Group employs a three lines model to delineate responsibilities and coordinate activity in the management of risk, ensuring adequate segregation in the oversight and assurance of risk. As part of effective first line risk management, we will continue to work collaboratively with leaders across the Group to identify, assess, treat, monitor and report all climate-related hazard and opportunity risks. Key Risk & Control information is recorded within the Group's Risk Management System (Origami) which forms the basis of ongoing risk management reporting. This system has been enhanced to now capture Environmental, Social and Governance risks specifically, allowing for greater visibility of these interconnected risks.

We have first line forums in place, including our GESF and RBC, which support the identification and management of risks and opportunities associated with our environmental performance via regular review of KPIs and periodic input from external stakeholders (e.g. third-party consultancy, supply chain partners). In addition, there are first line risk forums/ committees which provide oversight and assurance regarding the management of key risks, including regular reporting on the Group's principal risks coupled with deep dive activity.

Metrics and targets

Our Roadmap to Net-Zero (see page 26) includes reduction targets for Scope 1, 2 and 3 emissions; with the near term and net-zero targets validated by the SBTi.

In FY23, we increased our renewable electricity consumption to 82% of our office estate and reduced our direct operational energy carbon footprint by 35% compared to FY22. This is due to the impact of hybrid working, our property strategy, digitisation and our focus on our environmental strategy.

Emissions from vehicles and fuel have increased in comparison to the previous two years. This is a result of our business activity post-pandemic and a return to preferred methods of interaction with our clients, which in many cases requires colleagues to travel and meet in-person with their client. We describe on page 24, our net-zero focus areas and the activities planned to deliver against our targets.

Our Group Balanced Scorecard (BSC), which we use internally to measure and track our performance, for FY24 includes a range of environmental indicators, including the monitoring of emissions from travel, printing levels, supplier engagement and development of our Net-Zero Transition Plan.

Investment in Greenstone, the sustainability reporting software platform improves our data management and analytical capabilities, leaving us better equipped to forecast ahead to our science-based targets. This will also support improvement in our Scope 3 analysis, specifically, the Purchased Goods and Services category.



From building a sustainable real estate development and championing ecological mitigation to embedding environmental requirements into supplier contracts and lease agreements, we've been supporting clients to continue making strides forward in reducing their business's environmental impact. We recognise the urgency of the situation and the need to support businesses in the face of both the nature and the climate emergencies."

Claire Petricca-Riding

Partner & Head of Planning and Environment

Communities – Our Net-Zero Focus Areas continued

Environment highlights



Founding members of the Legal Sustainability Alliance (LSA) since 2008



A signatory to the Legal Sustainability Alliance (LSA) Legal Renewables Initiative



82% of offices powered by renewable electricity in FY23



Near-term and net-zero Greenhouse Gas reduction targets verified by the SBTi



New award-winning sustainability reporting software provided by Greenstone



Updated our Environmental and Energy policy to reflect our net-zero target

Throughout the duration of our relationship, our trusted office stationery partners, **Red-Inc**, have enabled the following environmental benefits via the **Plant One Protect One** scheme and various other **verified carbon offset projects, funded by Irwin Mitchell.**

>19,000

trees planted via Eden Reforestation Projects.

>100

trees planted through Trees for Cities.

+5,800

acres of vulnerable habitat across the tropics protected with the Rainforest Climate Action Fund.*



Linking to our focus areas:



Resilience



Environment

* Total to date from two projects

Communities continued

Responsible Supply Chain Management

We've continued to develop our Procurement and Supplier Management teams and evolved our Supplier Relationship Management Framework.

We're working to ensure our suppliers share our ambition for doing business responsibly and sustainably.

This year we've continued to invest in our Procurement and Supplier Management team to mature our approach towards building an increasingly inclusive and sustainable supply chain. Our Group Head of Procurement and Supplier Management has joined our Responsible Business Committee to formally embed responsible supply chain management within our governance.

Additionally, a new Group Supplier Management Forum has been established, bringing together key stakeholders from our organisation to provide oversight of issues and reduce supplier risk, identify opportunities through horizon scanning and to drive our responsible business agenda.

During FY23, we developed and published a Supplier Code of Conduct outlining our values and commitment to becoming a leading responsible business, including the expected behaviours and standards we have of our suppliers. As well as starting to monitor the diversity of our suppliers, we are keen to promote diversity within our supply chain and have plans to develop a supplier diversity programme. We also reviewed and updated our due diligence and critical supplier evaluation processes from a responsible business perspective, making them more robust by ensuring they align to our various ESG related commitments and frameworks.

We recognise that the scale of problems facing people and planet require businesses to collaborate to find innovative solutions. Wherever possible, we aim to develop close working relationships with our suppliers so we can share best practice, learn from each other's experience, and overcome challenges in partnership.

Linking to our focus areas:



Resilience



Environment

Our priority SDGs:



This has included working with suppliers to develop recycling schemes, switching to more sustainable products and ordering in ways which reduce carbon emissions associated with deliveries. We've also proudly invited key suppliers, such as Red-Inc, to play a role in our Group Environment and Sustainability Forum and to take part in our materiality assessment.

In FY24, our ambition is to start work to align our supplier management framework to our net zero ambition. Supplier engagement and wider Scope 3 emission aspects will form a key part of a Net-Zero Transition Plan that we are developing this year. We will be looking to work in partnership with some of our critical suppliers to ensure we have the best available data to understand the wider impact of our purchased goods and services and how we can support each other to reduce the impact of our activities on our planet. As part of our procurement activity we will also be working to incorporate ESG related commitments into our commercial relationships where appropriate to help support our pathway to net-zero.



“It's critical that our suppliers share our commitment to becoming a leading responsible business and that we co-create the right partnerships to drive sustainable activity across our supply chain. Decision making on sourcing is no longer purely on cost and quality but must include key considerations around sustainability and alignment to our Responsible Business strategy.”

Lucille Marsh

Group Head of Procurement and Supplier Management

Communities – Responsible Supply Chain Management continued

Collaborating with our suppliers Red-Inc

With estimates suggesting that up to 90% of an organisation’s sustainability impact arises from its supply chain, taking a collaborative and innovative approach with suppliers is more important than ever before. We’ve embraced this ethos with our B-Corp certified stationery supplier Red-Inc, whose commitment to sustainability was a key consideration in our supplier selection process. Having worked together since 2016, we’ve developed a unique relationship, driven by Red-Inc’s founder Adam Huttly and our Director of Operations, Sarah Ball. Due to our shared values and ambition around sustainability we have been able to have honest conversations about our purchasing habits and we have welcomed challenges and recommendations from Red-Inc. This has meant changing the type, amount, and regularity of orders to improve our impact and circularity, which as we transition towards our goal of reducing Scope 3 emissions by 50% by 2030 and achieving net-zero by 2040, is vital.

One example of this was switching to envoPAP paper in 2022, which has a 28–38% lower emissions impact compared to conventional paper as it is made largely from agricultural waste materials that would have otherwise been incinerated. Thanks to this change we saved 37 tonnes CO₂e and 891 trees from deforestation whilst supporting reduction in air pollution and the circular economy by providing additional income to farmers.

Red-Inc hold us to account whilst helping us understand our progress by providing us with regular reports on the environmental impact of our purchasing. As well as introducing stationery recycling schemes in our offices which are open to colleagues, clients, and members of the public alike, and a project to plant trees and protect rainforests linked to our purchasing, Adam also sits on our Group Environmental and Sustainability Forum. This introduces valuable external insights and expertise to support both organisations’ environmental sustainability work from a supply chain perspective.



“We’re committed to learning from our suppliers and sharing our own experiences to help us achieve our ambition of becoming a leading responsible business. We’d love to be able to replicate our relationship with Red-Inc, which is centred on shared values, purpose and a common goal to protect people and planet, across our wider supply chain.”

Sarah Ball
Director of Operations

“The legal industry is very traditional and still heavily reliant on paper, which makes introducing change difficult. However, Irwin Mitchell has been receptive and open minded to the challenges we’ve thrown at them. It takes a depth of relationship to solve problems collaboratively and our shared values and ambition means we can have those difficult conversations because we are trying to achieve a common goal.”

Adam Huttly
Founder, Red-Inc

Linking to our focus areas:



Resilience



Environment

Through our partnership with Red-Inc, since 2016 we have enabled:



49,338

trees planted in Madagascar via the Eden Reforestation Projects

249

trees planted in London via Trees for Cities

133

trees planted in the Caledonian forest in Scotland via Trees For Life

5,800*

acres of vulnerable habitat across the tropics protected with the Rainforest Climate on Fund

* Total to date from two projects

Communities – Responsible Supply Chain Management continued

Working with our suppliers to move towards sustainable technology

How our digital transformation is supporting our work to be a leading responsible business.

Our partnerships with the technology giant Microsoft and the boutique consultancy, Shaping Cloud are enabling us to embrace digital transformation while supporting our ambition to be a more inclusive and sustainable organisation.

As our business has grown, so has the variety of technology assets and infrastructure which require management, renewal or replacement. Over the last four years, and thanks to the symbiotic relationships we've developed with our technology suppliers, we began a process of digital transformation.

This has included migrating our products and services towards Microsoft-centric technologies. Microsoft has provided the tools and digital solutions needed to deliver our plans, such as Cloud Hosting in Azure and the Office productivity suite in Microsoft 365.

Linking to our focus areas:



Resilience



Environment

However, we needed additional support to help transform our services and migrate to the new products. Shaping Cloud has been the ideal partner to support us in our move away from aging data centres in our offices to the Microsoft Azure Cloud hosting environments.

Work to date has included:

- Enabling remote working to improve efficiency, client experience and greater flexibility for our colleagues.
- Planning the migration of our data centres to Microsoft's cloud services which should reduce our energy consumption, and the associated carbon emissions, by reducing the 'always on' nature of our current, aged, on-site infrastructure.
- Replacing older equipment with more energy efficient infrastructure such as our new core networking implementation.



From the offset we saw huge ambition from Irwin Mitchell which was unique within the sector. They wanted to transform everything they were doing and disrupt the market. Microsoft has a real desire to work with forward thinking customers like that.”

Chester Stevens

Account Manager, Microsoft

- Recycling and disposing of our old hardware responsibly and donating funds raised via these schemes to support digital inclusion.

It's thanks to our shared values around making a positive impact and using technology to solve the problems facing people and our planet, that we've been able to nurture a trusting and open-minded relationship where Microsoft and Shaping Cloud can challenge our approach and suggest innovative solutions.

This collaborative approach is enabling us to deliver at scale better experiences for our colleagues, clients and communities while reducing our impact on the environment.



We identified a gap between our ambition to drive decarbonisation and digital transformation and our ability to achieve it. We chose trusted suppliers which understood our vision, shared our values and recognised the power of collaborative partnerships and doing so is enabling us to reach our goals faster.”

Nirupa Wikramanayake

Chief Information Officer

Clients



Our priority SDGs:



Clients

Inclusive and sustainable client relationships

We recognise that trust is the foundation upon which our client relationships are built and to which our commitment to doing business responsibly, inclusively, and sustainably is inextricably linked.

Our business is built on a commitment to understanding people: everybody's situation is different, be it business or personal and whether our clients need legal advice or support with financial planning.

★ **Trustpilot**

5 star

Average Score.

Silver

Ecovadis Ranking.

Hear from our Strategic Growth Directors on how we build sustainable and inclusive relationships...



“We are committed to building meaningful relationships with our corporate and institutions clients with a focus on really understanding the unique challenges and opportunities they are navigating. That means the advice we provide is informed by our knowledge of the environmental, social and governance considerations which impact most upon their business and sector. We know that, like us, many of our clients are on their own responsible business journey and our value comes from being one step ahead of them, sharing our own lived experience, and wherever possible seeking out opportunities to collaborate or to generate new ideas and solutions.”

Hannah Clipston

Director of Strategic Growth,
Corporates and Institutions

“Our strategy for sustainable growth is underpinned by our commitment to doing business responsibly. We work with our clients to really understand their needs and then ensure that our products and services focus on meeting those needs in a responsible, inclusive and sustainable way. More and more, I see clients looking for advisors who demonstrate a genuine commitment towards wider society and our planet. We share these values and we care about the same issues and so have a great strategic fit.”

Siri Siriwardene

Director of Client Growth, Business
Owners and Affluent Wealth

“Clients turn to us for advice and support when they are experiencing the most challenging, often life-changing situations, whether that is divorce, bereavement or a serious injury or medical diagnosis. When people are at their most vulnerable it is critical that they can trust their legal advisors and believe that we will do the very best we can on their behalf. Our close partnerships with charities enhance our understanding of our communities and the social issues that our clients experience.”

Mandy Luckman

Director of Strategic Growth,
Seriously Injured and Vulnerable

Clients continued

Irwin Mitchell launches ESG Advisory Service

This year we launched our Environment, Social and Governance (ESG) Advisory Service for clients.

The immediate focus saw us bring together 80 different service lines to create an ESG Advisory Service for corporate clients. Alongside this is a new web portal destination where clients can access materials to help them build their own ESG strategies, the latest updates on regulations and changes, news and commentary on key topics and access the advice they may need.

We've also developed new products to help our clients navigate the key issues they tell us are troubling them, including:

- An in-depth cyber security audit, which provides an assessment of the cyber risk profile and digital footprint of their business;
- A diversity and inclusion assessment to help clients evaluate existing policies and procedures; and
- A suite of diversity and inclusion training modules, which can be tailored and personalised to meet clients' needs.

The ESG Advisory Service contains specific advice from Irwin Mitchell's sector experts in sport, real estate, manufacturing, financial services, consumer services and education. This new proposition for clients is built on our own strong responsible business foundations.

A survey¹ of 200 businesses conducted on behalf of Irwin Mitchell in 2022 showed:

57%

of businesses surveyed were just starting to think about ESG or reviewing options to form a strategy

74%

of businesses want assurances that their ESG partner has already implemented their own ESG policies and initiatives¹

1. Irwin Mitchell ESG Proposition Market Research May 2022 – surveying 200 UK businesses.

Focus areas:



“For many businesses the scale of ESG requirements can feel very broad, so we look to understand our clients and the sectors they are in, and to tailor our advice and products. We advise on compliance to current regulations and market expectations to ensure they are well positioned, but also look forward to what may influence them in the future. Often, making ongoing smaller changes is the best way for an organisation to achieve their responsible business ambitions.”

Tracey Lee
Head of Proposition Development

Clients continued

Promoting fairness and inclusion through our family law services

This year, Scott Halliday, a senior associate from our Family Law team, was one of nine lawyers to be featured in Chambers UK's new 'Equality Diversity and Inclusion Champions' rankings¹ which recognises lawyers who go above and beyond in terms of making the world a fairer place. Scott who specialises in supporting clients going through relationship breakdowns, divorce or dissolution and children law matters, was featured thanks to his focus on the interplay between LGBT+ rights and family law matters. Scott has worked with a range of LGBT+ clients on family law issues; including where a child's LGBT+ identity itself is a feature of the case.

During his career, he has worked on range of public interest cases in both the High Court, Court of Appeal and Supreme Court which included advising in landmark cases related to domestic abuse and definitions of sexual harm in the family court, transgender children law issues and matters of religious freedom.

Scott is also involved on a voluntary basis with a national charity looking at the very difficult reality of unmarried parents, where a parent passes away, before registration of a child's birth and the legal matrix in these situations.

To help ensure these complex issues are addressed in the wider community so that clients are better supported by the law and their legal representatives, Scott often lectures and publishes academic articles in legal journals. Scott is also passionate about increasing diversity and promoting inclusion within the legal profession and has supported Irwin Mitchell's colleague LGBT+ network and sat on the Law Society's LGBT+ lawyers committee, dedicated to providing LGBT+ solicitors a community and a voice.



I wanted to be at the forefront of the profession, involved in public interest cases to develop the law whilst supporting clients through extremely difficult and important life events. Being able to advocate and drive results for my clients during these distressing moments is a privilege.

Making sure the law recognises people with diverse characteristics is critical and a key driver for my academic work. But ensuring the law is administered by a mix of talented people from different backgrounds will additionally support better outcomes for clients, through diversity of thought and experience."

Scott Halliday
Senior Associate

Focus areas:



Diversity



Fairness



Access



¹ For more information, visit our website / www.irwinmitchell.com/our-people/scott-halliday

Clients continued

Promoting inclusion and sustainability within the sports sector

Our connection to the sports sector was forged over 20 years ago when we started seeing the benefits that participating in sport had for our seriously injured clients and as a result, we began advocating for better inclusion in sports. Since then, our involvement and expertise in the sector has grown significantly. We now advise and support organisations, sponsors, agencies and athletes to create safe, sustainable, well governed environments where all participants from grass roots to elite level can enjoy sport, feel included and benefit from all the physical and mental benefits that it brings. We also partner with organisations such as England Rugby, British Rowing and UK Athletics and use our collaborative relationships to drive forward the conversation on inclusion and sustainability in sport within our wider communities.

We continue to champion inclusive sports as part of our community outreach work, running several Boccia clubs around the UK and sponsoring a range of inclusive sports and events. All of this has led to us being recognised as a Legal 500 Tier 1 Sports Law Firm.

Sustainability in Sport

The impact that governing bodies, clubs, athletes, and fans have on the environment should not be understated. With the enormous platform and reach that sport enjoys, we recognised the huge opportunity for sports organisations to effect change and push for greener practices.

Thanks to our expertise in environmental law and relationships with experts from across the industry we were able to hold a roundtable discussion to inform our Sustainability In Sport report, which unpicks the sector specific sustainability challenges and solutions.

We're building on this by continuing to work with the British Association for Sustainable Sport (BASIS), a non-profit organisation committed to embedding sustainable development principles into sport.

Inclusion

We've also continued to use our experience to help the sector embrace diversity and inclusion, advising sports organisations about the steps they can take to create a safe and inclusive environment and prevent discrimination. In July 2022, we held a Player Welfare Conference attended by over 130 guests from the sector including experts in mental health in sports, financial wellbeing, and head injuries. This year's event will focus on gender and facilitating conversations with our partners about issues in women's sport such as finance and the gender pay gap.

Next year, we'll continue our work in this space, developing our relationship with the Black Footballers Partnership: an organisation which aims to increase the voice and influence of black footballers through better representation, improved training, wellbeing and education programmes and support for community action initiatives.



We've got an audience which is so emotionally involved, either as a participant or as a fan... We can use that opportunity to tell people that something they love is going to be impacted by some quite profound changes that are coming. If we can communicate that intelligently through this medium of sport, it's probably one of the most powerful communication tools there is."

Russell Seymour

Chair of British Association for Sustainable Sport (BASIS)

Focus areas:



Diversity



Fairness



Access

Clients continued

Client highlights FY23

One of the core foundations of our commitment to responsible business is achieving positive, fair and inclusive outcomes for our clients. In addition to the case studies already outlined, here are some further highlights:



We delivered exceptional client service levels as evidenced by our excellent Net Promoter Score (NPS) of +59¹ and 5-star Trustpilot rating².



Caroline Brogan was recognised with the award for Equality, Diversity and Inclusion at the 2023 Global Irish Awards for providing pro bono legal advice in relation to a high-profile case of race discrimination.



We have launched a new client advisory service aimed at providing businesses with the specialist advice needed to navigate ESG issues within their organisations and sectors. As part of this service, we have also created a freely accessible portal of resources and thought leadership (see page 36).



We invited guests from British Athletics to attend Bettridge School's Sports Day with us. The pupils were joined by inspirational athletes and para-athletes who took part in all the activities, with the students, making it a fun and inclusive day for everyone involved.



For more information, visit our annual report / www.irwinmitchell.com/about-us/annual-report-2022-2023



For more information, visit / www.globalirishawards.com/2023-award-winners



For more information, visit our website / www.irwinmitchell.com/business/esg/legal-advisory-services



For more information visit / www.youtube.com/watch?v=TuU95fDSOOs

¹ Following a change in how we collate NPS data, in FY23 we included feedback from a wider range of clients to give us a better representation of our service delivery levels. While the figure has fallen, the comparable figure last year was not computed on the same basis. A score of above 50 is 'excellent' by industry standards

² Trustpilot rating as at 30 April 2023

Colleagues



Our priority SDGs:



Colleagues

A focus on diversity and inclusion

Our Diversity and Inclusion strategy underpins our commitment to creating an inclusive workplace culture where all our colleagues feel a sense of belonging and are enabled to thrive. The strategy is focused on priority development areas to enable progress to be monitored and to embed D&I into everything we do.

In addition to our three strategic priorities: Insight and Impact, Inclusive Leadership and Active Allyship, this year we've also identified two specific areas for focus:

- **Disability Inclusion** – aligned to our work on Disability Confident.
- **Career Progression (Ethnicity)** – aligned to our work on the Race at Work Charter.



Developing inclusive leaders is key to delivering on our Diversity and Inclusion strategy. By leading inclusively, our leaders will ensure everyone is truly heard and valued for who they are and what they bring. We aim to empower our leaders to unlock our colleagues' potential and embrace diversity of thought, which enables us to grow and to be more responsive to the needs of our clients and communities."

Susana Berlevy
Group Chief People Officer

Focus areas:



Colleagues continued

A focus on diversity and inclusion continued

Our D&I strategy is a component part of our Colleague Commitment (our people strategy).

Our D&I strategy and activity is overseen by our D&I Board, chaired by our Group Chief People Officer, Susana Berlevy, as Executive Sponsor for Diversity and Inclusion. Our Head of Responsible Business, D&I Manager, and the chairs of each of our six colleague-led D&I network groups are also members of the D&I Board, along with expert advisors from across the organisation.

Becoming more diverse and inclusive involves us all listening and learning, so that everyone feels included and is enabled to thrive. Our D&I networks are central to this; they provide valuable lived experience which helps shape activities and initiatives that make Irwin Mitchell a better place to work for all of our people, as well as engaging with clients and suppliers to drive best practice throughout the whole sector.

We have six established D&I colleague networks, representing different diversity characteristics (see image).

We have recently launched IM Families: a new D&I network for colleagues, which aims to offer practical support for the issues faced by those managing families and work life balance.



IM Equal has been recognised by Stonewall as a Highly Commended employee network for the last two years, reflecting the high level of engagement and participation of our members. We have participated in Pride events around the country and have hosted speakers to educate and raise awareness on LGBTQ+ youth, living with disability when you are LGBTQ+ and older people living with HIV. We've continued to support an LGBTQ+ inclusive workplace through the promotion of our ever-popular rainbow lanyards, introduction of our IM Equal email signature logo to allow colleagues and allies to show their support to our community and guidance on the use of pronouns."

Ashlee Coates and Christopher Hurlston
Co-Chairs, IM Equal

Focus areas:



Colleagues continued

Our focus on race and ethnicity

Whilst race and ethnicity has been an integral part of our diversity and inclusion agenda for many years, since 2020 following the tragic murder of George Floyd, we've prioritised progress in this area using Business in the Community's (BITC) Race at Work Charter, as a framework for our approach.

Executive sponsorship

Our Chief People Officer and Chair of our D&I Board, Susana Berlevy, is our Executive Sponsor for race and ethnicity, and continues to champion allyship and drive progress.

Data driven change

During 2022, we made improvements to the way we analyse the diversity data our colleagues trust us with. By reviewing performance ratings and promotions data, along with key insights taken from our participation in BITC's Race at Work survey, career progression was highlighted as a strategic priority. We've also continued our annual commitment to voluntarily publishing our ethnicity data in our Responsible Business Report and Gender and Ethnicity Pay Reports.

Supporting Minority Ethnic career progression

Insights from our 2020 Let's Talk About Race sessions, attended by over 300 colleagues, highlighted that our Black, Asian and Minority Ethnic colleagues lacked the exposure to senior leaders they needed to develop their careers. Additionally, we found that senior leaders wanted to develop a greater understanding of the challenges these colleagues were facing. As a result, in 2022, we were able to successfully pilot our first ever reciprocal mentoring scheme which saw ten colleagues from a Minority Ethnic background paired with a leader, from any background, to share experiences and learn from each other. Feedback from the pilot has been positive and a renewed programme, including additional colleagues from a range of diverse backgrounds, is being planned.

Responsibility of our leaders

A highlight of FY23 was progressing plans to bring in an external consultant to ensure our leaders are fully equipped and empowered to take action to uphold our commitment to race and ethnicity equality and inclusion in our workplace. In FY24, the consultant is working with our senior leaders to deliver workshops on anti-racist leadership and leading with confidence.



Investing in external expertise to drive this agenda is such a positive step. We've spent time engaging with our stakeholders and collecting data over the last few years. This is about taking it to the next level and turning commitments into actions, with an expert guide to help our leaders drive forward important changes to shape our future."

Gurpreet Lalli
Senior Associate Solicitor



I've been involved with IM Respect since its inception many years ago. A key objective is to promote allyship, fairness and understanding within the industry and wider society, and to develop initiatives designed to create equal opportunity amongst our colleagues and communities."

Chani Dhaliwal
Partner and IM Respect Co-chair

Focus areas:



Diversity



Fairness



Access

Colleagues continued

Our commitment to gender diversity

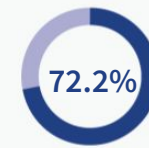
We're proud to be recognised for the work we have done to achieve gender balance within our partnership, but we recognise that there is more work to do to achieve true gender parity within our organisation and within the sector more broadly.

A commitment to gender diversity has brought many benefits to our business including increasing our ability to innovate and provide better, more creative solutions for our clients.

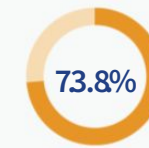
In 2023, we were named as the only top 50 UK law firm where more than half the Partnership is female¹. For the third year running, we were recognised as one of the best UK Workplaces in the UK for women by the Great Place to Work Institute based on the views of women about their experiences.

We've undertaken work to understand the barriers which women face to progression in areas of the business where representation is poorer and used the insights to inform strategy:

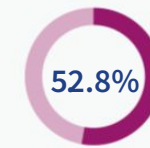
- We regularly review and enhance our policies and introduce new policy where it is needed.
- Our Flexible by Choice and Flexible by Success approach is the commitment we have made to our colleagues to enable them to decide where and when they choose to work, whilst continuing to meet the needs of clients and our business.
- We offer increased support for working parents and carers with family policies, for example, addressing and improving issues relating to shared parental leave, paternity pay, and fertility treatment.



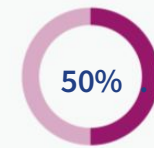
of our colleagues are women



of promotions made were women



of our partners are women



of our partner promotions were women

Our efforts have driven an increasing proportion of women at a senior level, which we believe has resulted in a relatively low pay gap in comparison relative to the legal sector, according to our research and analysis. As well as differentiating us, this representation helps to raise the aspirations of women at earlier stages of their careers.

In May 2021, IM Asset Management, in line with the Women in Finance Charter, committed to a target of having women in 30% of Asset Management roles at Associate level and above by 1 May 2025. We were delighted to exceed that target early in 2022 and in FY23, we continued to exceed our target with 36.4% of women in Asset Management roles.

The percentage of women in Asset Management roles at Associate and above as at 30 April 2023

- FY23: 36.4%
- FY22: 39.3%
- FY21: 16.7%
- FY20: 12.5%
- FY19: 6.7%
- FY18: 0.0%

**Target:
30% by May
2025**

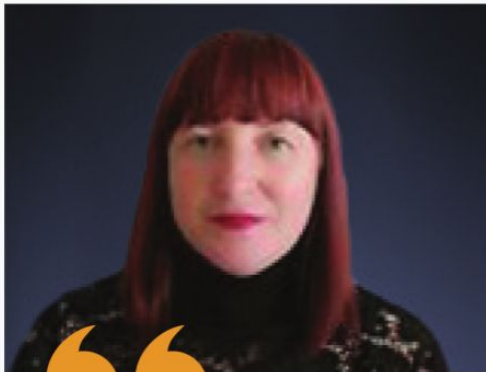


¹ For more information, visit/ www.thelawyer.com/signal/report/gender-diversity/
Gender diversity – The Lawyer | Legal insight, benchmarking data and jobs, February 2023

Colleagues continued

Case study

Our commitment to gender diversity continued



Intersectionality is a vital framework because ‘woman’ is not a catchall category. Without recognising the different characteristics women identify with, we’ll fail to achieve equality for all. Allyship is also vital and should be a way of life, to give people, especially those from underrepresented communities, a voice that must be heard.”

Hayley Owen

Chief Operating Officer, Ascent



Having strong and ethical equality, diversity and inclusion infrastructures within businesses is critical to seeing more women promoted into senior and c-suite positions, which is still much needed within in the legal and financial sector. Promoting allyship, providing learning opportunities and taking an intersectional approach are all areas to focus on if we want to help untap female talent.”

Gurminder Kaur Nijjar

Deputy General Counsel, and Partner



I think it’s important that a leader is authentic and is allowed to lead with personality; which can be linked to their gender traits. In the past, both men and women have felt the need to hide their home lives for fear of appearing weak and less focused on the job. Our Flexible by Choice approach allows me to be present for my children when they need me and helps me achieve a better balance with work. I have worked with the Mindful Business Charter to create a guide for litigators about the importance of recognising that we are all human with pressures outside of work that should and can be respected. As a leader, I try not to hide my family life away from work and am honest with my colleagues about the pressures of being a full-time working mother – it’s not perfect but it works for me.”

Katie Byrne

Partner, Commercial Disputes, and a lead Partner for our Mindful Business Charter commitment

Colleagues continued

Case study

Our commitment to gender diversity continued



Over the last decade, we have seen Irwin Mitchell evolve from a predominantly male partnership to the gender balance we have today, which more fairly represents an organisation where 72.2% of all of our colleagues are female.

This has taken years of conscious effort, but it would be a mistake to assume that our work is done. Our long standing commitment to diversity and inclusion will continue.

As a member of our senior leadership team, a member of our D&I Board and a member of our Responsible Business Committee, I will continue proudly to be an ally to my female colleagues, highlighting the many female role models we have across our business who inspire and help others believe that their own career aspirations can be achieved within Irwin Mitchell. But it isn't only about gender, it is about respecting everyone who chooses to work with us – colleagues, clients or from within the communities within which we operate – and welcoming their individual and collective contributions to all of us, to our business, and to what we stand for.

We recognise that all who are from underrepresented groups, who are from a Minority Ethnic background, are LGBT+, or have a disability, may face additional barriers in the workplace.

We are committed to addressing those barriers and creating a fair and inclusive culture which is cognisant of intersectionality and respectful of individuality.

One of my responsibilities as a member of the firm's senior leadership team, is to ensure that our commitment to fairness and inclusion is lived and breathed in the way we recruit and promote colleagues, allocate work and create opportunities for development. This means encouraging inclusive behaviours and challenging those which are not consistent with our values.

Given the progress we have made, it is important that we find opportunities to share our story to inspire our colleagues, clients, suppliers and the wider community. We are recognised as leaders in this area through our commitment to initiatives such as the UNGC and Women in Finance Charter and we can and should help to facilitate wider societal change. Our commitment to creating a more inclusive workplace should benefit everybody who works for and with us."

Adrian Barlow

Partner, Director of Legal Services (Property), D&I Board Member and Responsible Business Committee Member

Colleagues continued

Let's Talk About Disability

At the start of this year, we identified disability inclusion as a key priority for our D&I strategy. This was prompted by under-representation of people with disabilities within Irwin Mitchell and a lack of awareness of disability and health related issues.



As a result of the sessions, we created a variety of different support groups focused on dyslexia, carers, neurodiversity, mental health, long Covid, PTSD and personality disorders. These mini groups meet regularly and report back to the wider IM Able group.”

Hannah Clifford and Anna Vroobel
IM Able Co-Chairs

In order to address this, from May to July 2022, we held a series of Let's Talk About Disability sessions to provide a safe space to find out more about disability, to ask questions and to help to identify what more we can do as a Group to be disability inclusive. These sessions were led by Hannah Clifford, Co-Chair of IM Able, our network on disability, long term-health conditions and caring responsibilities.

Our Disability Confident journey

The Let's Talk About Disability sessions, alongside an internal review of our reasonable adjustments process, have helped to build on our new status as a Disability Confident Employer (Level 2) and develop our commitment to become a Level 3 Employer by 2025. We continue to work with partners such as the British Disability Forum and Evenbreak to ensure we are striving for best practice and to keep us accountable to our actions and commitments, both internally and externally. Increasing the diversity of our workforce helps to increase our understanding of the diversity of our clients' needs, grow deeper relationships and be more responsive when circumstances change.



We know there's still a long way to go before our workforce mirrors the communities we serve in relation to disability. However, we're pleased to have seen an increase in the percentage of colleagues sharing that they have one or more disability from 1.7% in April 2022 to 2.2% in April 2023, with this renewed focus.

In the last 12 months, some key pieces of work include:

- Developing our partnership with Evenbreak (a job board for people with disabilities), advertising all vacancies and working to host internal and external events to raise our profile as a disability inclusive employer and to increase knowledge on accessible recruitment processes.
- Developing more inclusive means of testing in our recruitment processes, ensuring accessibility and the removal of barriers for neurodiverse candidates.
- As part of our newly developed Role of a Line Manager programme, we've developed a video featuring our colleagues and highlighting why disability inclusion matters and where to get more support and advice.

Focus areas:



Colleagues continued

Key highlights FY23

36th

in the Stonewall Top 100 Employers for LGBT+ inclusion and a Workplace Equality Index Gold Award



Let's Talk About Disability (LTAD) sessions held and LTAD recommendations and report approved

19th

in the UK's Best Workplaces for Women 2023 – Great Place to Work



Sponsor of Next 100 Voices, aimed at showcasing the diversity of emerging leaders in law from under-represented groups and inspiring the next generation of lawyers

63rd

First Social Mobility Employer Index Ranking 2022

We've continued to strengthen our commitment to diversity and inclusion, through the following D&I charters, frameworks and partnerships:



The Prince's Responsible Business Network



Race at Work Charter Signatory



Focus areas:



Diversity



Fairness



Access

Colleagues continued

Our inclusion and wellbeing journey – a focus on wellbeing

As we continue to adapt to new ways of working following the pandemic, specifically around how we adopt hybrid working and new technology, we understand the importance of colleagues being able to balance healthy and fulfilling lives and careers.

We believe that investing in our colleagues' wellbeing (in particular, psychological health and cognitive performance), impacts on how we feel, our individual performance and how we interact with each other – all of which contribute to our collective success.

The health and wellbeing of our people continues to be a vital element of our 'Colleague Commitment,' Responsible Business strategy and a core part of our organisational culture – 'what it feels like to work here'.



Focus areas:



Resilience



Wellbeing

Our wellbeing principles

Self-care



Feeling valued



Meaningful connections



Creating space



Building a culture of strong resilience and adaptability

Our approach is based on the Great Place to Work 'Excellence in Wellbeing' model (pictured on the left) and our 'wellbeing principles' (above) which have been developed by our colleagues. They set the foundation for how we can best help ourselves and support others and focus on the four key areas that our colleagues say matter the most. This enables us to monitor and measure our success by tracking engagement survey data through the KPIs on our Balanced Scorecard.

Our focus over the last three years has been around raising awareness and therefore normalising conversations around wellbeing. We aim to increase understanding of the link between wellbeing and sustainable performance and equip our leaders and colleagues with the knowledge and skills to support and role model good psychological health. And, for us to achieve this we need to build a culture of strong resilience and adaptability so that our colleagues are equipped to not only navigate through the changing world of work, but are able to thrive in the opportunities that change can present.

Colleagues continued

Wellbeing continued

We have strong foundations to build on to ensure we understand what matters most to our colleagues

Our National Wellbeing team is a network of colleagues from across the business, representing a broad section of roles and experience. The network meets regularly and helps us to understand what is happening on the ground so that we can prioritise where colleague support is most needed. A great example of this was our 2022 Mental Health Awareness week campaign where we shared a range of content with colleagues including a video profiling the role of our Healthy Mind Advocates and a webinar raising awareness of different types of addiction, the impacts it can have and where to go or signpost people to for help.

Data and insight have remained a key part of us understanding what matters most to our colleagues

We have several feedback mechanisms in place that allow us to measure our effectiveness.

Encouraging colleagues to feed back through our GPTW annual and pulse surveys and our Colleague Check-in survey helps us to get a better understanding of our current levels of psychological health and resilience. In 2022, we have provided tailored feedback reports and information sessions with our leadership team. With the support of the People Team, our leaders are now working closely with their own teams to share the results and put plans in place to address areas of concern.

Raising awareness and supporting colleagues with their Financial Wellbeing

Our colleagues' Financial Wellbeing is an important pillar in promoting good psychological health and wellbeing in our business: it is also one of our GPTW Wellbeing pillars.

We understand that financial wellbeing can be a significant contributor to both physical and mental health and in 2022, we responded to colleague feedback asking for further support in this area.



Focus areas:



Resilience



Wellbeing

Wellbeing highlights FY23



Launching Vicarious Trauma sessions through Law Care – we have run 18 sessions since launching in September 2022, reaching 152 colleagues



Launching menopause support services via the Aviva Digital GP app and dedicated menopause web page



Launching a new partnership with HSBC which provides colleagues with access to their UK Financial Wellbeing programme, relaunching our Financial Wellbeing colleague hub and hosting a colleague webinar on financial wellbeing

85

Achieving a Great Place to Work 'trust' outcome score of 85

29

Training a further 29 colleagues across the business to become Mental Health First Aiders

Key contacts

If you would like to continue the conversation about doing business responsibly and embedding environmental, social and governance principles into business, please contact:



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0370 1500 100



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