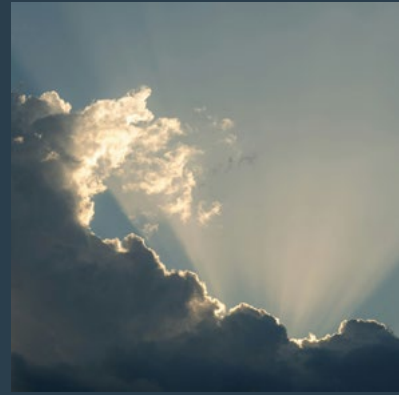


Ashurst

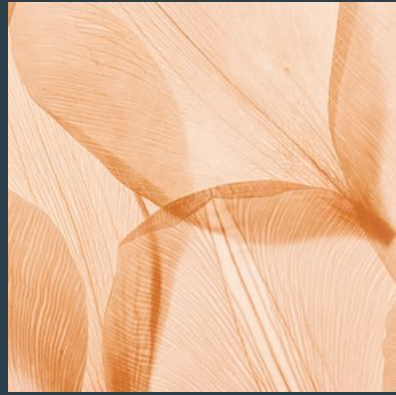
Responsible Business Report

Financial year 2023 – 2024

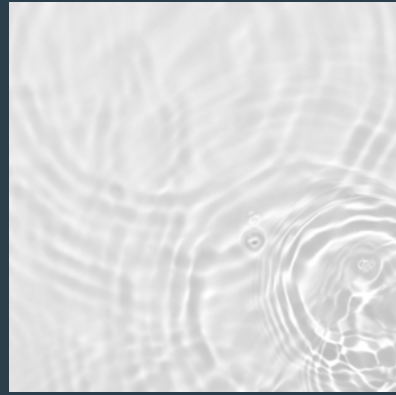
Outpacing change



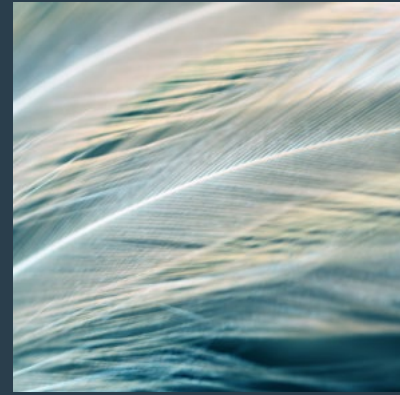
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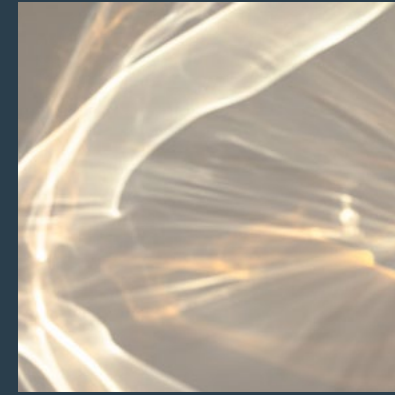
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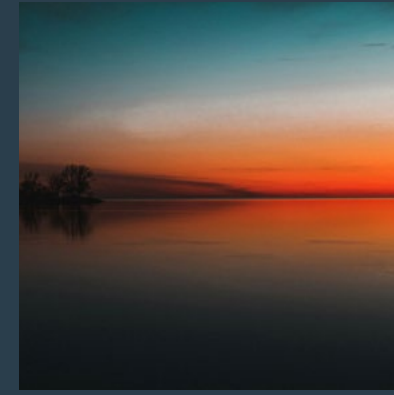
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Welcome



As a truly global law firm, Ashurst is committed to being part of a sustainable present and future for our people, clients and communities by seeking to outpace change in the actions we take as a responsible business and through the advice and services we provide.

Being a responsible business involves not only the work we do for clients but how we undertake our business and impact the communities we touch. We align our operations to the UN's Sustainable Development Goals (SDGs), focusing on areas where we can help drive forward those goals.

Our commitment includes:

- **Empowering our people** – Ashurst has a long history of promoting inclusivity in our firm, our networks and our communities.
- **Promoting prosperity in our communities** – We ground our global pro bono practice in the ethics of professional responsibility. Our social impact programme focuses on increasing access to opportunities for those experiencing marginalisation and disadvantage, financial exclusions and/or hardship.
- **Protecting our planet** – We understand the need to take immediate action if we are to limit global warming and avoid the catastrophic effects of climate change.
- **Employing sound principles of governance** – Our Responsible Business Strategy and sustainability goals are overseen by our Responsible Business Steering Committee.

This document – Ashurst's inaugural Responsible Business Report – outlines some of our key sustainability commitments and aspirations, and reports on our efforts to meet them for the financial year 2023-2024. This report is just the first and, going

forward, we will continue to produce an annual Responsible Business Report. It is our expectation that, as a firm, we will expand our efforts to make a positive impact in the world and we commit to transparently reporting on those efforts each year, while reflecting thoughtfully on how we can do even better.

We also recognise that as a professional services firm, some of our greatest impact comes from advising and collaborating with clients and the wider legal sector. Our report includes examples of our client insights across key topics and trends relating to sustainability.

A few highlights outlined in this report include:

- We are making strong progress towards our gender diversity goals of having senior leadership representation of 40% women, 40% men, and 20% flexible (either men, women or non-binary persons). In the financial year 2023-2024, we had 34% women and 66% men as partners in our firm globally, 32% women and 68% men in senior legal leadership roles, and 62% women and 38% men in senior business services leadership roles;
- We have promoted our largest ever cohort of 30 partners internally this year, while adding a further 34 lateral hire partners across our offices;
- We have delivered over 8,000 hours of pro bono support in the fight against modern slavery, since our Modern Slavery Action Plan was launched in 2021. At the same time, we are continuously improving our supply chain management, encouraging best practices to prevent modern slavery within our supply chain;
- Ashurst volunteers contributed over 65,500 hours of pro bono work in the 2023-2024 financial year; and
- In 2024, 34% of our Scope 2 electricity came from renewable power sources. We have set targets and are making progress to reduce our Scope 1 and 2 greenhouse gas emissions by 42% by financial year 2030 from a 2023 base year;

- We have also made great strides in working with generative Artificial Intelligence (genAI) responsibly, including creating genAI policies, testing various platforms, releasing a report on key lessons learned to help other organisations in their genAI journeys, launching Harvey across all of our global offices, and providing training to all of our people on how to use it appropriately and within strict safeguards.

As Global Chair and Global CEO of Ashurst, we are proud of the efforts that people across our firm make day in and day out to improve their communities. We are also humbled to be leaders in an organisation that occupies such an important place in society. It is incumbent upon all of us at Ashurst, and especially those of us who hold leadership positions, to always be mindful of the impact that we have as a firm, and to constantly strive to contribute to a better world.

To our valued clients, partners, employees, suppliers and to those we work with across the legal profession and the diverse industries we encounter in our professional lives, thank you for your support and collaboration as we continue to outpace change for our people, clients and communities.



Karen Davies
Global Chair



Paul Jenkins
Global Chief Executive Officer

As a firm, we will expand our efforts to make a positive impact in the world and we commit to transparently reporting on those efforts each year, while reflecting thoughtfully on how we can do even better.

UN Sustainable Development Goals aligned to our global business

We align our operations to the UN's Sustainable Development Goals (SDGs), focusing on areas where we can help drive forward those goals. Our responsible business report highlights our activities contributing to the achievement of these goals.

We are aligned to:

 <p>No poverty 1</p>	 <p>Good health & wellbeing 3</p>	 <p>Quality education 4</p>
 <p>Gender equality 5</p>	 <p>Affordable & clean energy 7</p>	 <p>Decent work & economic growth 8</p>
 <p>Industry innovation & infrastructure 9</p>	 <p>Reduced inequalities 10</p>	 <p>Sustainable cities & communities 11</p>
 <p>Responsible consumption & production 12</p>	 <p>Climate action 13</p>	 <p>Peace, justice & strong institutions 16</p>

Partnering with our clients on sustainability

Ashurst helps clients to create and preserve their value for the long term through comprehensive legal, risk advisory and consulting services.

We offer comprehensive perspectives and insights on the key issues across the sustainability landscape through multi-channel formats. Clients rely on our regular publications and updates, guiding them on regulatory and legislative developments in the market.

Topics covered include:

The energy transition

Emerging climate technologies and innovation

Sustainable finance

Sustainability reporting and compliance

Human rights and supply chains

The decarbonisation of infrastructure

Transport

The built environment



Selected awards and recognition 2023-2024

Best CSR Initiative 2023

for Ashurst's Modern Slavery Action Plan
– People in Law

International Law Firm Innovation and CSR Innovation awards

– Legal Innovation and Technology 2024 Awards from law.com

Innovation in Responsible Business

for Ashurst's Pacific Islands Pro Bono Practice
– Financial Times Innovative Lawyers Awards 2023 (APAC Region)

ESG Legal Advisor: Pro Bono award

– IJGlobal ESG Awards 2023

Most Innovative Law Firm Headquartered Outside Asia Pacific

for the 2023 calendar year
– Financial Times Innovative Lawyers Awards (APAC Region)

IJGlobal ESG Innovation of the Year, Europe award

– IJGlobal ESG Awards 2023

IJGlobal ESG Energy Transition award

– IJGlobal ESG Awards 2023

IJGlobal ESG Solar APAC award

– IJGlobal ESG Awards 2023

Debt Market Deal of the Year for HKSAR's Inaugural Tokenised Green Bond Offering

– Asian Legal Business Hong Kong Awards 2023

Middle East & Africa Sustainable Deal of the Year award

– PFI Awards

Water Deal of the Year award

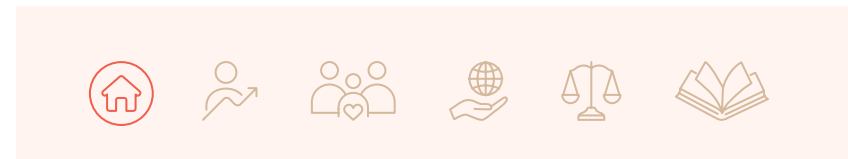
– IJGlobal ESG Awards 2023

Most Effective Pro Bono Partnership award (Green Tech Legal Collaborative)

– LawWorks Awards 2023

Client insights

Below are examples of the thought leadership reports that we have shared with our clients.



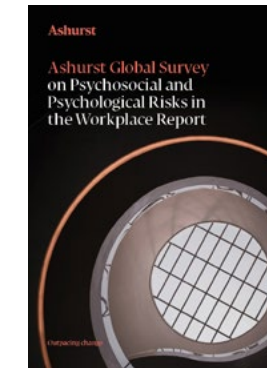
Board Priorities

[Top 10 priorities for Boards 2024](#)



Greenwatch Series

[The evolving risk of greenwashing and how to manage it](#)



Psychosocial and Psychological Risks in the Workplace

[Psychosocial and Psychological Risks in the Workplace Report](#)



Business and Human Rights

[Jail Time as a Potential Penalty for Non-Compliance with Sustainability Reporting Law: How did we get here?](#)



Powering Change: Technologies fuelling the Future

[Powering Change: Technologies fuelling the future](#)



Powering Change: Funding Net Zero

[Powering Change: Funding Net Zero](#)



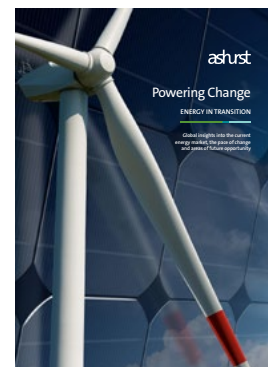
Vodcast and Podcasts

- [Nearing Net Zero – ESG updates in 2024](#)
- [ESG Matters](#)



COP28

[Key investment and market signals from COP28](#)



Powering Change: Energy in Transition

[Powering Change Energy in Transition](#)



GenAI

[Vox PopulAI: Lessons from a global law firm's exploration of generative AI](#)



Future Forces Report

[The six megatrends shaping business over the next decade](#)



Sustainable Finance Law Reviews

- [The Sustainable Finance Law Review \(First Edition\)](#)
- [The Sustainable Finance Law Review \(Second Edition\)](#)



Ashurst Governance and Compliance Update Series

- [Ashurst Governance & Compliance Update Issue 41](#)
- [TNFD makes major development to sustainability reporting landscape](#)
- [First European Sustainability Reporting Standards \(ESRS\) apply from 1 January 2024](#)
- [Are Transition Plans at risk of greenwashing claims?](#)



Biodiversity and Nature Requirements in the Real Estate Sector

[How nature-positive are you? The impact of evolving biodiversity and nature requirements on the real estate sector](#)











Cyber

[Australia cyber strategy – a bold regulatory reform agenda](#)

Empowering our people

At Ashurst, we know the power of combining unique perspectives and talent to provide extraordinary global solutions and services to our clients. Through our commitment to our people, we are successfully implementing our strategic vision to grow Ashurst and continually increase the firm's attractiveness to talented legal and business professionals. As part of this, we are implementing innovative strategies to improve work-life balance, supporting our employees to excel in their work while managing their lives outside of the office in a way that contributes to their wellbeing.

Fast facts

 Revenue £961 million	 Growth 9%
 People 4,500+	 Pro bono 65.5k hours
 Offices 31	 Partner 34 lateral hires
 Partner 30 promotions	 Gender 34% women partners

Headcount grew approximately 5.7% in financial year 2023-2024

A cornerstone of Ashurst's values is to celebrate the uniqueness that each individual brings to our world. That is why Inclusion, Diversity, and Belonging are core to our strategic goals and why fostering an environment that is welcoming, inclusive, and respectful of all backgrounds and perspectives is essential to our success.

Everyone at Ashurst shares, and is encouraged to take seriously, a collective duty to foster an inclusive and belonging culture. We have goals to increase representation across our business at every level and are striving to meet them. In addition to the gender targets that we adopted in 2013 (and last revised in 2021), Ashurst's Board set ambitious targets in 2021 for LGBTI+ representation across our global leadership, and for ethnicity representation in the UK across our leadership, legal and business services staff, and in our Early Careers programme. Our targets and progress to meeting them are set out here.

“Ashurst thrives and our clients benefit when our people are recognised, respected and able to be their full selves at work.”

Karen Davies, Global Chair

Progress against our Inclusion, Diversity & Belonging Targets:

IDB Targets – Where we stand as of May 2024

Global gender target – Our goal is to have representation at senior leadership levels of 40% women, 40% men and 20% flexible (women, men or non-binary persons).

We have 34% women and 66% men partners, 32% women and 68% men in senior legal leadership roles, and 62% women and 38% men in senior business services leadership roles.

Global LGBTI+ target – Our goal is to have 4% LGBTI+ representation at the partnership and senior leadership levels.

We have 2% of partners and 3% of senior business services leaders identifying as LGBTI+.*

(*Note: The data for this target is not complete since there are jurisdictions we operate in where, due to local privacy laws, we are unable to collect such data. This data is currently only collected and analysed in the UK, the United States and Australia.)

UK Ethnicity targets – Our goals are:

- That 15% of partners and senior business services leaders will be ethnically diverse, of whom 6% will be Black.
- In the UK, currently 9.1% of partners and senior business services leaders identify as ethnically diverse, and 1.4% identify as Black.
- That 30% of legal staff and business services staff will be ethnically diverse, of whom 13% will be Black.
- In the UK currently, 11.5% of legal and business services staff identify as ethnically diverse, and 1.8% identify as Black.
- That 35% of trainees each year will be ethnically diverse, of whom 13% will be Black.
- Currently, 19.7% of trainees identify as ethnically diverse, and 1.3% identify as Black.

Australian Reconciliation Action Plan target – Our goal is to increase First Nations representation to 1% of the firm's workforce in Australia.

Currently in Australia, 0.75% of our workforce identify as First Nations.



Inclusion, Diversity and Belonging Strategy

Through our 2027 firm strategy and our targeted Inclusion, Diversity, and Belonging strategy, we have implemented a range of initiatives aimed at creating a more-equitable workplace for our people. These initiatives include:

Targeted recruitment efforts to ensure diversity in hiring

Leadership development programmes designed to support the advancement of underrepresented groups within our organisation

Ongoing training to raise awareness of biases and to promote inclusivity and respect among all

We know there is much more to be done – and we are taking the steps to achieve the goals set out in our strategy.

Actions we are taking to increase diversity

We continue to make progress against our targets, and we are focused on the need for further progress. When we first set a gender target in 2016, we had 19% women in the partnership and 18% in senior legal leadership roles, and we are proud of the significant progress we have made in this area.

However, in the UK Black and ethnically diverse communities continue to be underrepresented, and we have significant work to do to increase the proportion of Black and ethnically diverse talent progressing through our business.

As a result, the development, progression and retention of ethnically diverse and Black talent remains a priority for our firm and our leaders. To help our firm achieve these targets, we are implementing career and leadership programmes for our UK legal and business services teams. In 2023-2024, over 120 individuals at Ashurst who identify as ethnically diverse, along with their managers, supervisors or partners, joined our Amplify and Empower career-development programmes, which have been developed to support the progression of ethnically diverse talent in the UK.

Our IDB focus areas are:

 Gender Equality

 Disability Inclusion by Accessibility for All

 Cultural and Religious Awareness

 LGBTI+ Awareness

 Social Inclusion and Mobility

 Caring Responsibilities and Families

While these six areas are focal points for our Inclusion, Diversity, and Belonging initiatives, we understand that they do not encompass the full spectrum of human diversity. We recognise that each individual may have differing experiences in the workplace, impacted by their intersecting identities. Intersectionality plays a significant role in how we approach all six areas, ensuring that our strategies are nuanced and consider the complex ways in which different aspects of identity can overlap and interact.

Promoting diversity demographic data collection

We encourage employees to share their ethnicity, faith, sexual orientation, gender identity, carer status and socio-economic background as part of our demographic data collection, in line with local regulations and norms. Data is used to track trends in retention, attrition, promotion and allocation of work and client opportunities across the various demographics to assess whether interventions are required, identify any negative trends and monitor and track the success of policies aimed at encouraging greater equality and equity.

Implementing coaching and mentoring

We provide many of our people with an opportunity to undertake coaching: our Small Group Women’s Mentoring Scheme teams junior women with counsel and partners to discuss topics such as career progression; our Ashurst Black Network (ABN) provides its network members with routine access to senior Black leaders within the firm through the ABN mentoring clinic; and our global reverse-mentoring programme matches leaders (the mentees) with a mentor with a different perspective, whether it is gender, ethnicity, socioeconomic background, or some other factor.

“Coaching and mentoring programmes are key to unlocking our people’s full potential. We are committed to helping everyone at Ashurst, and especially people who have traditionally had lower levels of representation in our firm, to gain the experience and the visibility that will help them progress in their careers.”

Karen Davies, Global Chair

IDB - our guiding principles

At Ashurst, we know the power of combining unique perspectives and talent to drive extraordinary solutions and services for our clients.

Fostering an environment that is welcoming, inclusive, and respectful of all backgrounds and perspectives is the cornerstone of our values and the foundation of our success.

Our Vision: To create the extraordinary, with our people, our clients and our communities.

How are we getting there? To contribute to our distinctive Ashurst Experience and generate a community of belonging, Ashurst's IDB strategy focuses on increasing representation, building capability, collaborating inclusively and partnering with clients for change.

Our guiding principles: Our Inclusion, Diversity, and Belonging strategy is firmly rooted in the principles of intersectionality, recognising the complex nature of individual identities, and accessibility, ensuring equitable opportunities and participation for all.

Gender equality

Championing gender equality for opportunity and advancement

Everyone should be given the opportunity and support to succeed in their career, regardless of gender.

Women make up over half of our people at Ashurst, and we seek to ensure gender balance in opportunities for our people to develop and thrive. We are making excellent progress; however, we recognise that those who identify as women still face unique challenges and barriers in society and in the workplace, and therefore continue to benefit from structured interventions, including those detailed below.

A Champion for Change

Our Global CEO, Paul Jenkins, was one of the first CEOs of a law firm to join the Champions of Change Coalition in Australia. This globally recognised coalition is focused on advancing more, and diverse, women in leadership. Men of power and influence step up beside women leaders, forming a high-profile coalition to lead and be accountable for change on gender-equality issues.

The Collaborative Growth Sponsorship Programme

The Collaborative Growth Sponsorship Programme is a cross-practice sponsorship programme aimed at supporting newly promoted partners globally to thrive and succeed from the outset. Women and other underrepresented groups are less likely to receive access to networks and opportunities informally, so by creating a structured programme where senior partners are engaged to support those newly promoted, we are able to close this opportunity gap.

Celebrating International Women's Day 2024

In honour of this year's International Women's Day (IWD) theme "Invest in Women", our offices around the world commemorated the day by championing charitable initiatives alongside engaging events and thought-provoking talks. We rallied behind organisations dedicated to empowering women, amplifying their voices, and addressing gender disparities.

Our events served as platforms for meaningful discussions, highlighting the achievements and challenges faced by women worldwide. Through these endeavours, we reaffirmed our commitment to fostering inclusivity, equality, and progress for women in all spheres of life. Below is just a sample of some of the IWD events Ashurst held.

United Kingdom

Our London and Glasgow offices supported the Dress for Success Drive by donating work and interview attire throughout the month of March. Dress for Success is a global not-for-profit organisation that empowers women to achieve economic independence by providing a network of support, professional attire, and developmental tools to help women thrive in work and life.

Australia

All of our Australian offices are supporting the Share the Dignity Drive, which is a charity aimed to help end period poverty by providing free menstrual products to women, girls, and people who menstruate and cannot afford these essential products. In addition, offices around the country hosted IWD events, including a discussion on topics, such as equality of opportunity in the workplace, gender pay gaps, and Ashurst policies that strive towards gender equity.

Asia

In celebration of IWD, Jini Lee, Head of Region, Asia, discussed her leadership at Ashurst with Law.com International. Jini highlighted the importance of her team's influence on her decision-making, the significance of supporting women in the workplace, and how she encourages young lawyers, especially women, to challenge the status quo when striving to get ahead.

Spain

To mark IWD, our Madrid office held a Women and Leadership panel, where senior lawyers from across various practice areas discussed topics as varied as leadership, proactivity, imposter syndrome, the glass ceiling, how to gain visibility, and tips to having a successful career.

"I am proud to have been an early supporter of the Champions of Change Coalition, which is committed to identifying and sharing practical actions that leaders can take to improve gender equality in their organisation. I have sought to apply those insights more widely to my leadership to create an inclusive and diverse firm where everyone has the opportunity to contribute."

Paul Jenkins, Global CEO

Disability inclusion by accessibility for all

Inclusion through accessibility

To create an environment where every individual feels valued, respected, and fully supported in their professional endeavours, we have made addressing accessibility an important focus in everything that we do, and we seek to ensure that everyone has the tools and resources they need to thrive. Our global Disability Network developed an Accessibility Confidence Toolkit, a living resource that provides best practice guidance on a range of accessibility focuses, including language, events, digital accessibility and team inclusion.



Colin Little, Partner

Having worked across a number of organisations as a lawyer with cerebral palsy, upon joining Ashurst, I was immediately impressed with the strength of the Inclusion, Diversity and Belonging network and keen to join the Disability Network. The profile and commitment Ashurst has made to IDB events and initiatives, such as the launch of our Accessibility Confidence Toolkit, has laid the groundwork for an inclusive workplace culture and reinforced its value and importance to the whole firm. While there is further work to do, the IDB network provides a strong framework, ensuring that Diversity and Inclusion are top of mind for all of our leadership team, lawyers and staff.

As a member of the Disability Network, a personal stand out for me this past year was Ashurst's event with Dylan Alcott Paralympic medallist and Grand Slam tennis player, ANZ Bank CEO Shayne Elliot and Ashurst CEO Paul Jenkins. That event showcased the talents and abilities of people with a disability and sparked a powerful dialogue that highlighted the critical importance of accessibility in the workplace. It served as a catalyst for change, inspiring us to examine our practices and infrastructure through the lens of universal design principles. It also demonstrated the commitment to the network by our CEO and leadership team and showed Ashurst's strong commitment to IDB both inside the firm and more generally in the community. As a person with a disability, I felt proud of the firm's commitment to inclusion, and I certainly felt included as a valued member of the community.

All of the IDB networks within Ashurst provide an amazing platform to enable us to address IDB issues and challenges. That platform is a work in progress, and I would like to see – and expect to see – Ashurst continuing to show leadership in this area, to achieve an inclusive culture with equitable outcomes for all staff.



Cultural and religious awareness

Fostering belonging through community-building

When people feel comfortable expressing their cultural identity, they are more likely to feel confident and invested in their work, leading to a more-vibrant and more-productive workplace.

By celebrating key events and observances, sponsoring employee networks, shaping policies and activities, building learning and understanding, and offering tools, benefits and services to our people and our clients, we aspire to bring Inclusion, Diversity and Belonging to life and to foster an environment that is welcoming, inclusive, and respectful of all backgrounds and perspectives.

“Ashurst is always looking at how we can make our firm even more welcoming to help us attract the best talent in the market. We are committed to ensuring that everyone who works here is supported and valued.”

Madeleine Motion, Head of Inclusion, Diversity and Belonging

Ashurst offices celebrated Lunar New Year

The Lunar New Year, also colloquially known as Chinese New Year or the Spring Festival, started on 10 February, 2024.

Several of our offices celebrated the Lunar New Year festival, marking this important event, as follows:

Beijing

Our Beijing colleagues welcomed the new year with a “New Year Wishes” workshop, where they had the opportunity to get creative and turn their wishes for the year into beautiful artwork.

Hong Kong

Our Hong Kong office came together to celebrate the new year over a spring dinner. The colourful event included a dragon dance and a Mahjong competition, and chocolate ‘gold coins’ were distributed in the office.

Singapore

Ashurst Singapore hosted a spectacular lion dance performance to celebrate the beginning of the Lunar New Year. Those in the office immersed themselves in the rhythmic beats and graceful movements of the lions, which symbolise good luck and prosperity. They also celebrated togetherness with an auspicious Lohei at Wan Hao Chinese Restaurant as a way to usher in more good fortune.

London

Our All at Ashurst network brought the sights and sounds of the Spring Festival to the City. With lion dancers from the Hackney Chinese Community Services Association in attendance to dance and to explain the significance of the festival, Board Member David Jones welcomed the prospect of a wonderful year for all.



Celebrating Black History Month

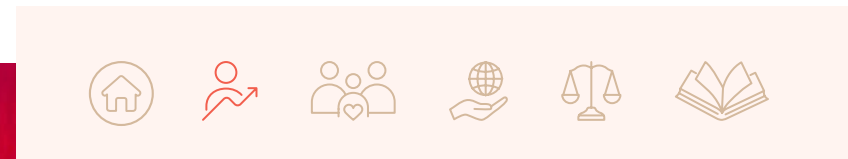
In celebration of Black History Month, Chris Georgiou, Co-head of Ashurst Advance, sat down with Arnold Masayila, a law graduate and specialist in the Ashurst Advance delivery team based in our Glasgow office, to discuss his proud heritage and experience of inclusion, diversity and belonging at Ashurst. A few highlights appear below, and the full interview is available on our website, [here](#).

“We have many diverse backgrounds, cultures and ethnicities in Ashurst Advance, including a thriving suite of networks in Glasgow for our Muslim, Black, LGBTI+ and social mobility communities and allies. Certainly, for a while there had been underrepresentation of colleagues from African Caribbean and other ethnic backgrounds, but this has improved significantly over the last few years including in senior positions, but it is something we must keep working on...

“I think leaders can benefit from listening to diverse and unique perspectives and can then become better role models to others and use these perspectives to drive progressive change within the organisation. For example, we have had multiple listening sessions for senior leaders of the firm and Ashurst Advance, covering different areas of diversity, equity, inclusion and belonging and these have been wonderful because it’s a safe space to understand and develop everyone...

“We need to engage ethnically diverse talent, early. We should be going to find the talent, rather than the talent coming to us... As important as recruitment of ethnically diverse talent is, I believe retention of ethnically diverse talent is equally important. This can be achieved by development of minorities into senior leadership roles; by doing so ethnic minorities can have role models to follow and to aspire to be. These role models can also become mentors to the next generation who follow them.”

Arnold Masayila, Specialist, Ashurst Advance, Advanced Solutions



Diwali

In November 2023, the All at Ashurst network curated an authentic and yet modern Diwali celebration in our London office. Close to a hundred friends and colleagues came and were treated to classical Indian and Bollywood performances, a dandiya folk dance workshop, henna artistry and delicious food and sweets.

Eid Al-Fitr

By celebrating Eid across different offices, the All at Ashurst network not only honours the cultural significance of the holiday for our Muslim colleagues, but also enriches the workplace experience for all of our people by highlighting the beauty of cultural diversity. On 10 April, 2024 in our Sydney office, employees were treated to an incredible breakfast of traditional foods and had the opportunity to learn about the important and sacred place that Eid holds in the hearts of our Muslim employees, colleagues and friends.



LGBTI+ awareness

Celebrating and supporting our people

By supporting and celebrating our people we have built a workplace where everyone feels valued and empowered to contribute to their fullest potential.

Over the past year, our team has:

- supported international refugee rights organisations to ensure the safety of gender non-conforming individuals seeking refuge;
- partnered with an LGBTI+ legal clinic to develop an informative know-your-rights information programme; and
- provided corporate, charity and employment law advice to ensure that limited funding can be directed to services and advocacy for LGBTI+ people.

Our team has also worked to support organisations such as International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA) Oceania, ILGA World, Kimberley Blak Pride, the Inner City Legal Centre (ICLC), and Living Proud.



Queer Cabaret in London

The London office's celebration of Queer Cabaret is a vibrant example of how the arts can be a powerful medium for inclusion. Cabaret, with its rich history in LGBTI+ culture, provides a space for expression and visibility. This celebration went beyond mere acceptance; it was a joyous recognition of the community's artistic contributions.

Promoting Ashurst as an LGBTI+ inclusive employer in Germany

In July, we attended the Rainbow Day careers fair for LGBTI+ students at Goethe University Frankfurt. Our team also participated in the ILGA J.P. Morgan Corporate Challenge.

Pride event

During the week of 19 June, 2023, our Spectrum network proudly hosted the global pride event: She/Her, He/Him, They/Them. Us!

This event was live streamed from our Tokyo office, and moderated by Alexander Dmitrenko (Ashurst Partner, and Co-Chair of Lawyers for LGBT & Allies Network) and featured Ashurst speakers Madeleine Motion (Head of IDB) and Kiko Galpin (Tokyo office intern), as well as guest speaker Takeharu Kato, a director of Marriage For All Japan, a campaign organisation working for the realisation of marriage equality in Japan.

Supporting individual endeavours – AIDS/ LifeCycle fundraising

We supported graduate lawyer Harry Coulter's participation in the AIDS/LifeCycle as a reflection of our commitment to individual and community causes. The 545-mile journey is not just a physical challenge but also a symbolic act of solidarity with those affected by HIV/AIDS. By raising funds for the San Francisco AIDS Foundation and the Los Angeles LGBT Center, the organisation is taking a stand on health issues that disproportionately affect the LGBTI+ community. The Spectrum Network's involvement in this initiative shows a dedication to supporting our members' passions and charitable efforts.



Social inclusion and mobility

Forging pathways to opportunity

Opportunity is everything, and we believe access to it should be equal, regardless of background, social or home situation.

While there have been historic barriers to opportunity for those outside a narrow sphere of background or experience in the legal profession, we believe in providing recruitment and promotion opportunities for people from the broadest talent pools, including from a range of socioeconomic backgrounds.

Our social inclusion and mobility strategy and initiatives are integral to our efforts to attract a diverse range of highly skilled and talented applicants and to helping them succeed.

Partnering for change

As part of our "Partnering for change" series, we spoke to our clients about the importance of social mobility. Each client spoke candidly about their personal experiences and journey in law.

Student and graduate programmes

At Ashurst, we offer students and graduates the opportunity to start developing their careers from day one, working alongside industry experts to solve problems for leading international clients, using creativity and diligence. All of our student and graduate programmes are formalised, with merit-based selection to counter perceptions of nepotism and to promote diversity of access.

Quality training

We encourage our student interns and graduates to strengthen their skillsets and to take on greater levels of responsibility by taking part in pro-bono matters. They also have the opportunity to sign up to a variety of different workshops facilitated by our Learning & Development team, which are designed to develop both the technical and soft skills required to become a successful lawyer.

Inclusive culture

Participants in our programmes are part of a close-knit, diverse and ambitious cohort of solicitor apprentices and are supported by all members of our energised and collaborative workforce. In addition, we provide opportunities for participants to have their voices heard and to champion change through our numerous diversity networks.

More information about our student and graduate programmes is available on our [Students and Graduates website](#).

We are proud to have been recognised with several leading employer of choice awards during the 2023-2024 financial year.



Partnering with clients on our Access Ashurst and Access Law programmes

Through our social impact Access Ashurst programme, we invited 21 students to the Ashurst London office in July 2023. The programme provides the opportunity for students who meet certain social mobility criteria (based on the PRIME criteria) to spend two days with a legal supervisor in departments across Ashurst, as well as attending a number of skills workshops. In addition to providing these students with vital hands-on experience in a law firm at a young age, the programme also allows us to build a pipeline of students for our Early Careers schemes and we have had a number of Access Ashurst alumni continue to solicitor apprentice and trainee solicitor roles with us. Last year's programme included a speed networking event with HSBC where students had the opportunity to hear from representatives from both Ashurst and HSBC about this longstanding client relationship and the variety of roles in the legal profession.

Following on from the in-person scheme, our Access Ashurst students are also invited to attend another of our flagship social mobility programmes, Access Law, which is a virtual programme of online seminars exploring careers in law and providing advice about the university experience. The students on the 2023-2024 programme were able to hear from legal staff from Goldman Sachs for one of the sessions, providing an insight into commercial law, legal career pathways and different job roles.

Emerging Talent Hub and Virtual Experience programmes

At Ashurst, we appreciate that not everyone has a professional network around them to help them with guidance and support when making the decision as to whether a career in law is right for them. That's why our Emerging Talent Hub gives students and graduates an insight into the world of commercial law. It offers open access to virtual legal internships and programmes that focus on the legal work we do as well as helping to build professional business and employability skills. These programmes are free and users can earn a completion certificate at the end of each one, which can be added as work experience to any application or CV.

First Nations people leading First Nations work

Head of First Nations Strategy

Ashurst created the role of Head of First Nations Strategy to ensure our First Nations work is prioritised and our key principles embedded across our work and business. This position focuses on developing and embedding First Nations initiatives both internally and in collaboration with our commercial clients.

First Nations Pro Bono Lawyer

Within our First Nations pro bono team, the role of First Nations Pro Bono Lawyer was created to support other Ashurst lawyers to deliver culturally coherent, effective, and durable pro bono legal advice to First Nations clients.

Both of the above-mentioned positions are held by First Nations people.

Addressing barriers to First Nations participation in the workforce

Ashurst's Head of First Nations Strategy is working with Ashurst's People & Culture team, alongside our Global Head of Inclusion, Diversity and Belonging, to improve our firm's ability to attract and retain the best and brightest First Nations talent. To further this aim, we have developed culturally safe methods of attraction and retention and have created and implemented a First Nations Employment Action Plan to create a culturally safe workplace.

In addition, we developed the First Nations Legal Internship (FNLI) Programme, which is a two-week paid programme, giving First Nations law students exposure to a commercial legal environment and involving them in legal work, as well as undertaking development and research activities.

Two scholarships also support First Nations students' access to legal education, while gaining commercial law experience, and we also offer two scholarships recognising students of outstanding ability, adaptability, and who have demonstrated an innovative mindset while overcoming adversity.

We are also exploring adding mentoring opportunities across our Australian offices and are rolling out mandatory cultural competency training.

Reconciliation Action Plan (RAP)

Our [Reconciliation Action Plan](#) is offered as an authentic commitment to First Nations advancement, a tool that is to be used for meaningful engagement which we developed to set out our vision for reconciliation and the role we should play in First Nations advancement.

First Nations Procurement initiative

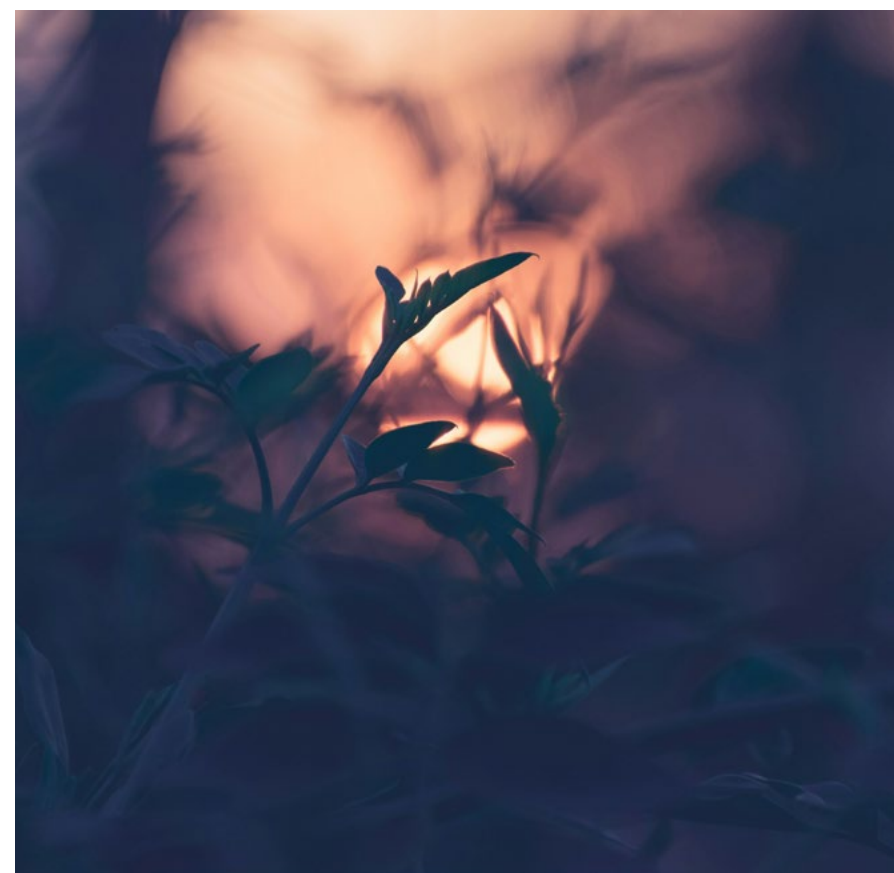
In Australia, Ashurst has a First Nations Procurement participation target of 50% in major tenders as set out in our Supply Chain Diversity & Inclusion Strategy. In financial year 2023-2024, a total of AU\$9.8 million was spent on supplies from diverse small and medium-sized enterprises, including First Nations suppliers, and this has increased steadily over the past three financial years, as outlined below, to reach about 1.3% of our Australian procurement.

First Nations Advisory

In early 2024, Ashurst's First Nations Advisory practice was established and launched by Ashurst's Head of First Nations Strategy, who works across the Risk Advisory, Employment and Digital Economy Transactions teams to provide culturally safe services, including through workplace investigations.

Ashurst is focused on collaborating with clients to embed cultural safety and capability within frameworks of business operation. This work is socio-legal in nature, capturing legal requirements and cultural considerations to ensure organisations are responding effectively to First Nations advancement in Australia.

Spending on First Nations suppliers under this initiative has grown by +300% per annum to £723,744 in financial year 2023-2024, being 1.3% of Ashurst's total third party spend in Australia.



Ashurst

RECONCILIATION ACTION PLAN
STRETCH

Ashurst Stretch Reconciliation Action Plan

1 May 2023 – 30 April 2025

Outpacing change

Caring responsibilities and families

Ashurst offers an array of policies and programmes designed to support our people in their career development and in balancing their work with their personal lives. Some of these are outlined below.

Parental leave policies

We provide a generous and inclusive parental leave package available to everyone at Ashurst and we are proud to have been one of the first global law firms to offer a gender-neutral parental and carer's leave policy. Our policy gives our people access to 26 weeks of parental leave, irrespective of their gender or carer status, and includes provision for adoption, surrogacy and foster care, as well as miscarriage and infertility treatment. Those returning from parental leave also have access to coaching to assist with their return to work. Since refreshing our global parental leave offering in July 2022, we have seen an increase in non-birth parents taking parental leave. This takes us toward our goal of improved gender equity, and demonstrates that men and non-birth parents want to be supported by their workplace to play an active role in the home.

"Our people are the foundation of our firm's growth and success. That is why we will continue to invest in them, while nurturing a flexible culture that enables them to balance their responsibilities at home and work. This is one means by which we can continue to attract and retain the best people that the legal industry has to offer."

Paul Jenkins, Global CEO



Developed hybrid-working guidelines

We've provided more flexibility and have rolled out technology to support agile working for all employees globally. Ashurst's people have the opportunity to engage in hybrid working without the need for formal contract changes, while specific agreements on part-time and other flexible-working arrangements are available. The vast majority of our workforce now take advantage of this increased flexibility to enhance their work/life balance.

"I have learnt that Ashurst really cares about people's growth, not only to work and to gain knowledge from a legal perspective, but to grow as a person."

Trainee Associate, Jakarta



Support for our people

Ashurst Academy: Continuous learning and development

Ashurst offers continuous learning and development to support our people across the firm. Our learning approach includes global career transition and talent programmes at critical milestones that build leadership capability and support high performance and career development. Our programmes, run globally, regionally and locally, provide the same, high-quality learning experience wherever our people work. Ashurst also provides a range of courses to support the development of skills and capabilities required across the firm. We offer learning across all areas of our capability frameworks, including: people and team; clients and business development; technical skills, such as advice writing; digital literacy, including generative AI; and much more.

We implemented a new modern Learning Management System, the Ashurst Learning Hub. This platform makes it easy for users to check and record compliance with professional development requirements, access career transition programme plans, complete mandatory compliance learning and browse courses and events the firm offers. To further enhance the learning experience at Ashurst in the 2023-2024 financial year, we introduced access to LinkedIn Learning, an online learning platform that offers thousands of courses and videos on a wide range of topics and skills.

In financial year 2024, Ashurst Academy delivered 2,100 live sessions to 32,345 attendees. In addition, 50,401 e-Learning sessions were completed, and we had 988 participants in our career-transition programmes.

#IAmRemarkable

#IAmRemarkable is a global movement that empowers everyone to celebrate their achievements in the workplace and beyond. At Ashurst we deliver #IAmRemarkable workshops, the aim being to help break the bias and enable participants to feel more comfortable when it comes to self-promotion and overcoming imposter syndrome. This programme is open across the firm and we have delivered 10 #IAmRemarkable sessions with maximum attendance. This workshop has received a rating of 4.7/5 overall.

Some of the feedback from the sessions includes:

“Great, empowering session.”

“Excellent workshop. Left feeling supported and empowered.”

“Sharing our personal/professional achievements. This was challenging, but I think alleviates some of the pressure on people.”

More-sustainable work allocation

Ashurst was one of the first legal firms to engage specialist Practice Resource Managers to facilitate the allocation of work within and between teams and offices. The firm has since improved on this initiative by investing in specialist technology that captures the experience, interests and forward-looking capacity of lawyers and teams. Using this data, work can more easily be allocated based on the availability and developmental interests of lawyers. With less reliance on partners deferring work to their immediate teams, lawyers gain access to a broader variety of work, workloads are more carefully managed and flexible working is better supported.

"EVOLVE (Ashurst's career transition programme for newly promoted Senior Associates and equivalents) has helped me improve my leadership skills and made me more aware of new techniques such as how to deliver effective feedback. One of my mantras is that one never stops learning and can always improve. Being a good leader is essential for retaining talent and creating a friendly, psychologically safe and open-minded workplace. These are key factors for success."

Newly promoted Senior Associate, Frankfurt

"This experience strengthened my connection with the rest of the firm globally, enhancing my ability to engage with other partners and share insights with my team to support their professional growth."

Newly promoted partner, Melbourne

Pensions and superannuation

UK pension plan investment strategy

In 2022, our Pensions Monitoring Committee worked with our pension advisers to review pension arrangements and change the default investment strategy of the Group's UK Pension Plan. This strategy includes a greater focus on responsible business, which means that more funds in the strategy invest in companies based on their positive impact. The Pensions Monitoring Committee also works with our UK pension provider to run employee education webinars on topics such as planning for retirement.

Australia

The default investment strategy and options within our Australian superannuation plan have made significant investments in Renewable Energy assets that contribute towards the transition to lower carbon emissions through generation of renewable sources of energy. The options also have exposure to a growth strategy that was an anchor investor (US\$20 million) in the Community Capital Credit Fund, where fees charged by underlying managers are waived and invested in social impact causes in Australia, such as supporting vulnerable children, mentoring First Nations children, and recycling medical equipment items.

Alumni community

Ashurst offers a well-developed Alumni Programme to stay connected with former employees and provide a sense of belonging, as well as personal and professional networking opportunities that can enhance future relationships. Our alumni community is a diverse, global network of over 4,700 professionals making an impact in business, the legal industry and their local communities.

Our Alumni Programme includes a number of outreach activities, such as newsletters, events and access to an alumni jobs and CV-review service for both our legal and business services alumni. This service allows alumni community members the opportunity to post vacancies and view featured roles at Ashurst via an alumni jobs board.



Wellbeing at Ashurst

At Ashurst, we believe that fostering the wellbeing of our people is integral to achieving sustainable high performance and maintaining our position as a leading global law firm. Promoting wellbeing contributes to a positive and thriving work environment that drives our firm's overall success and reputation. Ashurst is committed to supporting its people to reach their full potential and our continually evolving wellbeing initiatives reflect this commitment.

Preventative wellbeing measures:

- **Proactive promotion of mindful business practices** – using the framework provided by the Mindful Business Charter.
- **Support and disclosure channels for our people** – to disclose their health or disabilities safely and seek feedback to continually improve on our policies and procedures.
- **Workplace health, safety and wellbeing-related policies and prevention guidelines** – (including health and safety, rehabilitation, workers' compensation, parental leave, pregnancy loss, conduct related policies to ensure both psychological and physical safety).
- **Working arrangements** – work-from-home arrangements and flexible working hours to accommodate diverse needs and enhance work-life balance.
- **Wellbeing resources** – our offices have Wellbeing Allies who are individuals trained to provide early support to prevent mental health issues from developing; our global internet Wellbeing Hub is a centralised resource offering proactive information, support, and tools to promote overall well-being.
- **Employee Assistance Programme** – offering access to professional one-on-one counselling and other support services designed to address potential issues before they escalate.
- **Health and Wellness** – an online health-information service offering advice on nutrition, exercise, mental health, and other aspects of wellbeing. We also provide access to: Headspace, a meditation and mindfulness app designed to proactively enhance mental relaxation and focus; Pepys, an app designed for women to navigate menopause; and subsidised gym

memberships to encourage physical health and fitness as a preventative measure.

- **Wellbeing education and training** – webinars and in-person seminars focused on wellbeing topics to foster continuous learning and prevent issues.
- **Inclusive community** – formal networks for Gender Equality, LGBTI+ Inclusion, Disability and Wellbeing, Multiculturalism, Caring Responsibilities, and Social Inclusion and Mobility to promote a supportive and inclusive environment. In addition, we provide paid time off for volunteering, allowing staff to contribute to their communities and support personal aspirations.

Responsive wellbeing measures:

- **Support for people** experiencing mental ill health and disabilities led by people with lived experience, following the best practice guideline 'nothing about us without us'.
- **Workplace Adjustments Passport** initiative to address adjustments for individuals with mental ill health and/or disabilities and to ensure adequate and continuing support is provided.
- **Continuous improvements** and a 'lessons learned' process to help integrate health and wellbeing into our business practices, making adjustments based on feedback and evolving needs.

Continuous improvement and measurement:

- **Measurement and monitoring** – regular employee surveys and feedback mechanisms to detect early signs of wellbeing issues and assess the effectiveness of current initiatives. We use health data analytics to identify trends and potential areas of concern related to staff health and wellbeing.
- **Assessing risks and opportunities regarding wellbeing as an enterprise risk** – in alignment with the UN's SDGs, best practice and legal industry-specific surveys and reports to respond to emerging standards. This is done against the output of the wellbeing monitoring activities run by Ashurst, as well as our participation in legal sector forums such as the Mindful Business Charter.

By investing in these initiatives, we aim to support sustainable business practices so that our high-performing team can deliver exceptional results while upholding our commitments to our clients, to our people and others with whom we work.

Workplace health and safety: Supporting safe and fair workplaces

Ashurst is committed to safeguarding the health and safety of everyone within our workplaces, including contractors and visitors. We ensure compliance with all relevant statutory requirements, regulations and codes of practice, including health and safety and industrial relations law. Our procurement policies are designed to ensure that our suppliers also comply with such laws and regulations and promote secure employment practices.

We provide:

- a safe workplace, meaning that our work environments are secure and conducive to health and safety;
- access to safe equipment that is maintained to ensure it is safe to use;
- information, instruction and training to enable people to perform their roles safely and efficiently; and
- safety devices and protective equipment and the supervision of their use.

The firm has a workplace and safety policy, prevention of sexual harassment policy and raising workplace concerns procedures. We continue to mandate training for all global partners and our people on topics including workplace behaviours, discrimination and harassment, unconscious bias, bystander intervention and physical security.

Our efforts to create a workplace where people can bring their whole self to work are guided by our values and the fundamental belief that we achieve exceptional results by supporting the health, wellbeing and safety of our people. We maintain an evolving employee wellbeing roadmap and a calendar of activities that align with these values.



The Mindful Business Charter



Ashurst was one of the first law firms to become a signatory to the Mindful Business Charter, which represents a collective commitment to identify and remove unnecessary sources of stress and promotes better mental health and wellbeing in the workplace. We use the charter's four pillars of Openness and Respect, Mindful Delegation, Smart Meetings and Mailings, and Respecting Rest Periods to promote and enable conversations on these topics and to encourage positive change in the relationships we have with our people, clients and suppliers.

Wellbeing Allies

Wellbeing Allies are points of contact for partners and staff who have been trained in mental health first aid. Their role is to support and guide members of our firm who want to have a private discussion about mental health concerns for either themselves or their colleagues. Wellbeing Allies are the first point of contact before professional help may be required and are also trained on how to approach someone that they may be concerned is suffering from declining mental health.

Promoting prosperity in our communities

Overview of Ashurst’s Global Pro Bono Practice and Social Impact Programme

Ashurst has a long and proud history of providing pro bono legal support to individuals and organisations working in the public interest. We have a standalone pro bono practice overseen by a dedicated global pro bono and social impact partner, Sarah Morton-Ramwell, and supported by a large team of lawyers.

We regularly provide pro bono assistance:

- to individuals of limited means experiencing disadvantage and marginalisation;
- to not-for-profit organisations and social enterprises assisting people who are experiencing disadvantage and marginalisation;
- in matters for the public good or of broad public and community concern.

In our pro bono practice, Ashurst prioritises the intake of matters in these five areas:



Citizenship and displacement



Climate change



Gender rights and diversity



Modern slavery



Racial justice

We also seek to be available and responsive to access to justice gaps and community need after disasters.

FY 2023-2024
 1,300 pro bono volunteers
 65,500 hours devoted to pro bono work
 >13% growth year over year
 683 pro bono matters

Social Impact Programme

Our social impact programme focuses on increasing access to opportunities for those experiencing marginalisation and disadvantage, financial exclusions and/or hardship. Our work centres around utilising the professional non-legal skills of our people to support communities in need as well as our partner community organisations across our global network.

“I feel so grateful to work in pro bono and social impact at Ashurst. My team, and the wonderful Ashurst volunteers across the globe, do a fantastic job to support people experiencing marginalisation or disadvantage. We are honoured to serve our clients in this space and it is my hope and intention that we will continue to make an increasingly positive impact in the future.”

Sarah Morton-Ramwell,
 Partner and Global Head of Pro Bono and Social Impact

Global Pro Bono Hub

We are proud to have contributed to the development and launch of the [Global Pro Bono Hub](#) – the first global online platform for pro bono resources, news, events, and jobs. Created in partnership with the Australian Pro Bono Centre and fellow law firm members, the hub gives the legal pro bono community a place to share knowledge, expertise, and updates.

At its launch, the Hub included over 400 resources. The total number of users since its launch has reached over 8,000, with over 21,000 views on the platform.

Blue Pacific Practice

Ashurst is the only international law firm with a dedicated Pacific pro bono practice. Through this practice, we provide free legal advice and assistance to Pacific owned and led organisations in the areas of access to justice, gender equality, climate change and modern slavery. Ashurst's Pacific Islands Pro Bono Practice won the 2023 Innovation in Responsible Business Award at the Financial Times Innovative Lawyers Awards APAC as well as the 2023 IJGlobal ESG Legal Adviser Pro Bono, APAC award, demonstrating the quality and impact of our support.

One example of our Pacific pro bono assistance is that Ashurst is providing legal and financial support for the establishment of Papua New Guinea's first community legal centre, Hope Pro Bono Legal. This organisation will provide free legal services to marginalised citizens in the PNG Highlands, particularly women and children victims of gender-based violence and sorcery accusations-related violence.

Partnering with the Australian Business and Community Network

The Australian Business and Community Network (ABCN) is a group of almost 200 low socioeconomic status schools and over 50 leading businesses and organisations, working together to address educational disadvantage through structured workplace mentoring and business/school partnerships. We are proud to have worked with ABCN, providing volunteers in Sydney and Perth, since 2018.

During the 2023 calendar year, 53 Ashurst volunteers gave a total of 253 hours to support 106 students at five schools through different ABCN programmes ("Future Thinkers", "GOALS", "Interview 2 Impress", "My Career Rules", and "My Career Footprints"), each designed to support the development of students' skills and mindsets, confidence and aspirations. In 2024, we are running eight programmes with ABCN in Sydney, Perth and Canberra.

"Australian Business and Community Network is very proud to be partnering with Ashurst to improve opportunities for students from low socio-economic backgrounds to reach their full potential in the future world of work. We are greatly thankful to Ashurst for the time, passion and commitment of their volunteer mentors. Ashurst is a leader in best practice volunteering, thoughtfully continuing its long-term engagement with Rooty Hill High School in NSW and by matching its staff's expertise with our programmes to ensure the greatest impact for the students."

Jessica Hatherall
Partnerships and Business Development Manager, ABCN

Working with the Ardoch Foundation

Ashurst has been working with the Ardoch Foundation, a children's educational charity focused on improving educational outcomes for children and young people in disadvantaged communities, since 2019. We provide volunteer 'Big Buddies' for Ardoch's Literacy Buddies pen-pal mentoring programme, matching them with 'Little Buddies', who are school-aged students. This programme also sees the Little and Big Buddies meeting throughout the year, once at the school and once at our workplaces. In 2023, 43 volunteers in our Brisbane and Melbourne offices took part in Literacy Buddies, as well as in Ardoch's Learning Through Lunch programmes, and we provided a total of 536 volunteer hours in support of 84 students. We are proud that the Literacy Buddies programme has had strong outcomes in the areas of engagement in learning and increasing student confidence. It is also shown to help foster students' social skills and aspirations.

"Ashurst is a pioneering partner and epitomises what a successful partnership relationship looks like. Not only do they have exceptional volunteer engagement, but they collaborate on enhancing programme delivery to maximise the learning experience for students and volunteers. We continue to learn from each experience to create exceptional student experiences.

"Teachers observed that the Ashurst Big Buddies helped their students have more confidence of what to say when meeting new people, display higher self-esteem in their own abilities, be more willing to participate in discussions and see the purpose of their tasks more clearly.

"Results from the programmes that Ashurst has supported include:

- **100% of teachers agreed that Literacy Buddies programme contributed to increased verbal and non-verbal communication skills; and**
- **97% of teachers and 88% of volunteer respondents agreed that students' participation in Learning Through Lunch increased their career aspirations."**

Helena Chen Erck
Corporate Partnerships Manager





Citizenship and displacement

Ashurst is responsive to the evolving legal needs of people displaced or endangered by humanitarian crises or natural disasters. Most recently, we have participated in collaborative projects that provide immigration and asylum support to those affected by:

- **The resurgence of the Taliban** – Through our participation in the award-winning Afghan Pro Bono Initiative, Ashurst has prepared two complex sets of applications for families in Afghanistan seeking safe passage to the UK. Through the sibling collaborative project in Germany, the Deutsches Bündnis für Afghanische Flüchtlinge, we have submitted five additional applications for individuals wishing to apply for protection in Germany. This initiative was the winning entry in the LawWorks Awards for Most Effective Pro Bono Partnership 2022, was highly commended at The Lawyer Awards for Pro Bono Initiative of the Year 2023, and was commended at the Financial Times Innovative Lawyers Europe awards for the Innovative Lawyers in Supporting Refugees 2023 category.
- **The invasion of Ukraine** – Ashurst lawyers travel to Poland to run a legal clinic with Safe Passage International. Through this collaboration with other commercial law firms, the clinic has assisted over 350 clients, and 230 dependents, of whom over 100 received UK visas and around 70 have arrived in the UK. This initiative was shortlisted at The Lawyer Awards for Best Pro Bono Initiative 2023 and 2024 and named a 'Standout' at the Financial Times Innovative Lawyers Europe awards for the Innovative Lawyers in Supporting Refugees 2023 category.

We also provide ongoing assistance in areas where there is a consistent deficit in available legal support due to the scale of the need. In particular:

- **Greece** – Through our award-winning, collaborative project with European Lawyers in Lesvos and other commercial law firms, our lawyers travel to Athens to provide legal assistance to people seeking asylum in Greece. In 2023, the project assisted 3,652 individuals, many of whom worked with the 16 lawyers from Ashurst who attended the clinic. This initiative was a Winner at the PILnet Pro Bono Awards for the Pro Bono Publico Award 2020, at the LawWorks Pro Bono Awards for the Best International Pro Bono Award 2020, at the Financial Times Europe Innovative Lawyers for the Innovation in Social Responsibility 2020 category, and at the Legal Innovation Awards for CSR Innovation Multi-Firm 2020, and was also highly commended at The Lawyer Awards for Pro Bono Initiative of the Year 2020.
- **UK Family Reunion** – We work with Refugee Legal Support and Safe Passage International to make entry clearance applications for refugees hoping to be reunited with their families in the UK.
- **In Australia, the United States and Hong Kong**, we also provide pro bono support to refugee organisations.

International Refugee Assistance Project

Ashurst partners with the International Refugee Assistance Project (IRAP) to deliver legal services to refugees and forced migrants seeking safety worldwide.

Since its inception, IRAP has evolved into a prominent international entity. Its growth is marked by the expansion of its network, which now includes thousands of student advocates, pro bono lawyers, and supporters across the globe. In 2023, IRAP's network of pro bono partners provided more than 20,580 hours of free legal aid, including providing legal counselling and representation to 3,497 clients located in 67 countries. Last year, IRAP also provided legal information to more than 157,700 people. This impact reflects IRAP's commitment to defending human rights and equitable application of the law, and Ashurst is proud to lend its expertise in support of this work.

Ashurst partner Mike Neary, based in New York City, spearheaded the firm's involvement in IRAP casework as far back as 2018. Since that time, Ashurst has been actively involved in supporting IRAP's casework and advocacy efforts across our global offices, and in areas such as:

- assisting with client interviews;
- advising on ethical questions; and
- conducting legal research about complex issues surrounding duties of confidentiality, safeguarding, conflict of interest, withdrawal from representation, and the nuances involved in representing vulnerable clients.

This project has seen 25 lawyers recording over 1,500 hours on casework. The collective pro bono efforts of the firm's US offices with IRAP have assisted 31 people (14 adults and 17 children) to go to the United States, facilitating access to legal representation and assistance that these clients otherwise would not have, and helping them secure asylum and reunite with their families.

Breaking Barriers

Through our social impact programme, in our London and Glasgow offices we work with Breaking Barriers to provide employability and training support to refugees seeking employment in the UK through a number of opportunities, including CV and mock interview workshops with Ashurst volunteers.

CareerSeekers

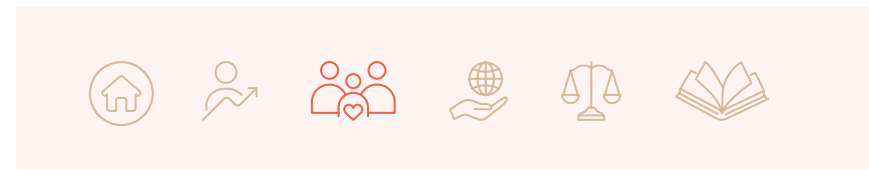
CareerSeekers is a non-profit social enterprise that supports the professional careers of refugees and humanitarian entrants who are currently studying at university or looking to restart their career in Australia.

Ashurst Advance has worked with CareerSeekers over the past few years, and we are currently working to expand our relationship.

Through our social impact programme, in 2024 we delivered a workshop on networking at CareerSeekers' annual conference. The purpose of the conference was to give the students the opportunity to connect with other students being sponsored by CareerSeekers, as well as to connect with industry professionals. The students themselves identified networking as a key skill area they hoped to develop.

"We have been delighted to work closely with Ashurst to support people from refugee backgrounds to start their professional careers in Australia as part of the CareerSeekers programme. More than just providing a supportive environment for people in our programme to thrive, the team at Ashurst values the different insights and knowledge CareerSeekers interns bring to their organisation and is committed to learning more about humanitarian issues."

John Gelagin
CEO, CareerSeekers



Climate change

Ashurst is committed to providing pro bono assistance to communities affected by climate change and organisations tackling climate change, to build a more-resilient and sustainable future. Our work has included:

- **Capacity building** – Ashurst partners with Legal Response International, providing research and procedural advice to support delegations of countries vulnerable to climate change and civil society observer organisations to help them navigate the complexity of international UN climate negotiations.
- **Supporting Green Tech** – Ashurst is a member of the award-winning Green Tech Legal Collaborative, in partnership with Bloomberg, Imperial College London and a number of commercial law firms. Through the collaborative, we provide our expert legal service at no cost to start-ups with a climate or ecological purpose.
- **Accelerating decarbonisation** – Ashurst lawyers provide pro bono expertise on governance and operational issues arising for NGOs supporting the transition to a lower-carbon economy, including the Global Centre for Maritime Decarbonisation and the Climate Bonds Initiative.
- **In the Pacific region, Ashurst is providing pro bono support for climate adaption and resilience, including:** law reform support for climate-change laws and policies; support for waste-to-energy solutions; and support for Pacific Nations in plastics treaty negotiations.

Gender rights and diversity

Ashurst provides free legal assistance to organisations working to address the structural disadvantages faced by women, girls and people of all genders experiencing marginalisation due to their gender identity.

Lawyers across our offices provide free organisational support to organisations advocating for women's rights. We also provide legal assistance to frontline services and engage in law reform research on gendered issues that disproportionately affect women and children. Our work has included partnering with organisations to:

- **Advance reproductive rights** – Since 2015, Ashurst has provided research support to the Center for Reproductive Rights, which has contributed to the strategic advancement of reproductive rights around the world. In financial year 2023-2024, our lawyers recorded over 880 hours assisting the Center.
- **Address social injustice** – Ashurst has provided ongoing expert legal assistance to Care International, enabling Care to deliver critical humanitarian and development assistance globally. More recently, we provided research assistance to support Care's strategic and advocacy work in connection with the advancement of women's and girls' rights in conflict areas.

- **Support survivors of gender-based violence** – Ashurst has supported women and children who have experienced gender-based violence to apply for protection as refugees, as well as survivors of violent crime to apply for statutory support schemes to aid their recovery. We have also contributed to research relating to helping to avoid technology-facilitated, gender-based violence.
- **Ashurst is also committed to working to support the LGBTI+ community**, particularly the rights of transgender and gender non-conforming individuals. We provide free legal support to a number of key organisations working to protect and promote rights for LGBTI+ people across the world. This includes partnering with international organisations, such as ILGA World and ILGA Oceania, as well as grass roots groups in our local communities.

Our work supporting the LGBTI+ community has included:

- **Supporting frontline organisations** to assist members of the LGBTI+ community who are at risk in their countries of origin to apply for protection as refugees.
- **Providing organisational legal support** to organisations advocating for LGBTI+ communities.

Modern slavery

Ashurst's pro bono and social impact work is guided by our Modern Slavery Action Plan (MSAP), under which the firm aims to collaborate and work in partnership with not-for-profits (NFPs) leading efforts in the anti-slavery movement to achieve maximum impact. This work complements our annual [Modern Slavery Statement](#).

By building and maintaining meaningful partnerships with organisations in the anti-slavery movement, we can understand their aspirations, priorities and challenges, and work with them to leverage Ashurst's resources and stakeholders in respect of these needs.

Since launching our first MSAP in 2021, Ashurst lawyers have provided over 8,000 hours of pro bono assistance in this area, including:

- Advising NFPs on legal queries relating to organisational infrastructure, governance and operations;
- Providing NFPs with research assistance to support programmatic work relating to various forms of modern slavery. In addition to this focused support, we often provide research support to NFPs looking at how modern slavery issues intersect with aspects of our other focus areas, including climate change, citizenship and displacement, and gender rights and diversity;
- Supporting anti-slavery organisations with their policy and advocacy efforts, via our Law Reform Project;
- Providing secondments to boost the capacity of NFPs;
- Assisting survivors of modern slavery via partnerships with specialist organisations in some jurisdictions; and
- Compulsory annual training for our partners and people and a number of events and newsletter updates aiming to broaden the understanding of our people with regard to modern slavery and to encourage them to get involved in combatting it.

Ashurst lawyers have devoted over 8,000 hours of pro bono support in the fight against modern slavery, since our first Modern Slavery Action Plan was launched in 2021.

Modern Slavery Action Plan

Ashurst is working to eradicate all forms of modern slavery through a committed MSAP, launched in October 2021 to mark Ashurst's bicentenary. This plan honours the historical commitment of our founder, William Ashurst, and his daughters, who contributed to the abolition of slavery. The plan supports our annual Modern Slavery Statement.

Charitable organisations working to counter modern slavery are often chronically under resourced. Each charity we work with to develop projects requires a significant commitment on our part to provide the capacity and support to build from the concept stage to a rolled-out offering.

Our social impact work involves working one to one with survivors of modern slavery offering them interaction, as well as guidance and experience within the firm in areas that contribute skills such as IT literacy, English language and administrative skills.

"We have worked in partnership with Ashurst since the launch of the MSAP and have hugely benefitted through their pro bono support and other areas such as hosting future Ashurst trainees to support our work before starting their traineeships. Furthermore, we have enjoyed watching the Social Impact efforts develop with innovative work which both helps survivors gain valuable employability skills whilst educating the firm and its clients about the devastating reality of modern slavery across the globe."

Ryna Sherazi
Director of Fundraising and Communications, Anti-Slavery International

Some other goals and activities related to our modern slavery initiatives include:

- **Understanding our role in the global anti-slavery movement** – Our continued provision of support to anti-slavery organisations globally was boosted by appointing a senior social impact manager to support social impact efforts. During a secondment to the Independent Anti-Slavery Commissioner's (IASC) office, she authored a survivor-focused research paper 'Preparing for Work', and has since introduced several impactful social impact initiatives with anti-slavery charity partners, including:
 - an ongoing partnership with Migrant Help to support their National Lived Experience Advisory Panel (LEAP) by providing volunteers to mentor LEAP trainees; and
 - partnering with Hestia and Create to provide a series of professionally-led art workshops for Hestia's 'Art is Freedom' (AiF) programme for 20 survivors to use art as a recovery tool. These workshops help survivors to express their stories and identities through art.
- **Building our knowledge to inspire change** – To influence how our people operate individually and how Ashurst operates as a business, we have addressed modern slavery topics via training, 'Lunch and Learn' events, podcasts and internal communications.
- **Moving beyond compliance** – Ashurst's risk and compliance, social impact and pro bono teams have worked to expand internal training and knowledge-sharing in this area. Through this, each team is encouraged to identify new actions that will build on the firm's existing modern slavery compliance efforts and extend our impact.

Ethical procurement initiative

Ashurst's global procurement and risk teams worked together to set consistent, firm-wide purchasing guides and standards on high-risk commodities used for client-facing and firm-branded products.

In 2023, prompted by a request for branded chocolate (cocoa beans being a high-risk commodity for modern slavery), modern slavery experts in the pro bono team undertook comprehensive research to ascertain which accreditations, systems and processes were deemed to offer the strongest prospect of monitoring for, addressing, and eradicating modern slavery in cocoa bean supply chains. With support from the firm's compliance team, this was finalised into a purchasing guide and standard for use across all of our global offices.

The pro bono team has since organised a practical workshop to guide our professionals in our risk, procurement, sustainability, operations, and social impact teams through this exercise for coffee bean purchases, sharing lessons and building consistent skillsets across all of the teams to enable more people to undertake the process for other commodities in future.

The Freedom Hub online training

In June 2024, The Freedom Hub delivered two online training sessions across our Asia-Pacific, UK and European offices to learn about the devastating impact of modern slavery and how every individual can take action to prevent it. The Freedom Hub exists to end slavery in Australia, to help people who have experienced this crime to recover, and to partner in the fight to end global slavery. This session was run in addition to the firm's mandatory training on modern slavery.

Racial justice

Ashurst is committed to highlighting and eliminating all forms of racial injustice. We also seek to increase opportunity and access to the legal profession for people from diverse cultural, linguistic and religious backgrounds. The sections below outline a range of pro bono and social impact programmes and initiatives we have undertaken to address racial injustice in Australia.

First Nations pro bono legal assistance

Ashurst provides pro bono legal assistance to First Nations individuals, organisations and communities to support five key action areas outlined in our Stretch Reconciliation Action Plan.

Through our work in this space, we collaborate with commercial and pro bono clients on various initiatives aimed at advancing First Nations people. First Nations work is embedded across our internal business and legal functions.

Ashurst volunteers provided over 6,700 hours of pro bono legal work for First Nations individuals, organisations and communities in Australia in the 2023-2024 financial year.

The pro bono legal assistance Ashurst lawyers across our national Australian offices provide to First Nations include services in a wide range of subjects, such as intellectual property, employment, consumer law, civil law, discrimination, financial abuse, trusts and property matters. Examples of our pro bono work include, among others:

- Providing corporate governance and taxation advice, including on obtaining charitable status and DGR registration, to a range of First Nations organisations.
- Providing organisational support to an Aboriginal Community Controlled Organisation representing the interests of Aboriginal and Torres Strait Islander children and families. Our support included reviews of various contractual arrangements and performing complex redaction on thousands of pages of the organisation's clients' records to preserve the confidentiality of third-party information contained within those records.
- Engaging in law reform research to inform the submissions of frontline legal services on issues affecting First Nations individuals, organisations and communities. In the 2023-2024 financial year, for example, we completed pro bono work in law reform that included assistance regarding employment bargaining rights and the rights of victims of crime to participate in family and domestic violence proceedings.



Protecting our planet

At Ashurst, we understand the need to take immediate action if we are to limit global warming to 1.5 degrees above pre-industrial levels and avoid the catastrophic effects of climate change. And we know that our clients and employees expect us to make credible commitments towards reducing our environmental impact. That is why we are prioritising investment in innovative systems to achieve our sustainability goals.

In 2023, Ashurst committed to setting an evidence-based, net-zero, carbon-reduction target that aligns with the Paris Agreement's 1.5 degree pathway through the [Science Based Targets initiative](#) (SBTi).

"We are constantly seeking ways to materially reduce our emissions in the most-impactful areas."

Geoff Gishubl, Partner and Chief Operating Officer

Net-zero ambitions

Ashurst has committed to reducing Scopes 1, 2 and 3 emissions by 90% by 2050 from a 2023 base year.

Near-term targets

Ashurst has a commitment to reducing our absolute scope 1 and 2 Greenhouse Gas (GHG) emissions by 42% by financial year 2030 from a financial year 2023 base year, while also making reductions of absolute scope 3 GHG emissions from business travel of 42% by financial year 2030 from a financial year 2023 base year.

In addition, as our supply chain is the largest source of emissions for Ashurst, we commit that by 2027 85% of the emissions from the goods and services we purchase will come from suppliers who have set Science Based Targets.

To do this, we are focusing on four key areas:

Energy transition – increasing the use of renewable energy to power our offices

Supplier engagement – developing a mature supplier engagement strategy to increase the number of our suppliers who are committed to SBTi

Conscious travel programme – reducing the absolute emissions of our travel arrangements, using a preferred hotels programme and increasing engagement with airlines that are developing sustainable aviation fuel

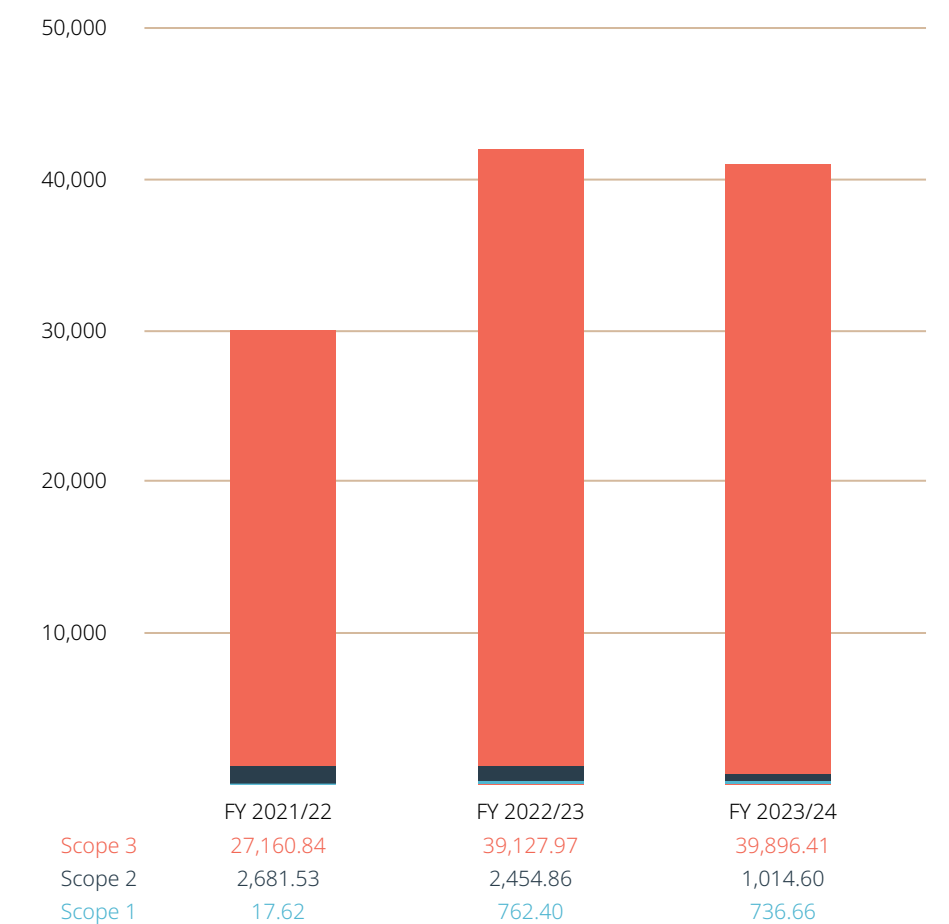
Efficient spaces and systems – embedding intensity ratios into our offices and driving and building efficiencies in our real estate portfolio



Ashurst has committed to reducing absolute scope 1, 2 and 3 emissions by 90% by 2050 from a 2023 baseline.

The accompanying chart and table show details of Ashurst's total CO₂ – equivalent emissions (TCO₂) for the 2022, 2023 and 2024 financial years.*

Global GHG Emissions Summary



*The GHG inventory methodology can be found in this report's Appendix.

Global GHG Emissions Details

Scope	GHG Protocol Category	FY2022/23		FY2023/24	
		tCO ₂ e	tCO ₂ e (location-based)	tCO ₂ e	tCO ₂ e (location-based)
Scope 1	Stationary combustion	677.77		648.31	
	Mobile combustion	84.63		88.35	
Scope 2	Electricity	2,451.09	2,520.03	1,014.53	2,495.17
	Heat	3.77		0.07	
Scope 3					
Category 1	Purchased goods and services	17,408.90		19,196.02	
Category 2	Capital goods	2,269.12		7,011.35	
Category 3	Fuel- and Energy-Related Activities	669.23		660.89	
Category 4	Upstream transportation and distribution	0.34		9.58	
Category 5	Waste generated in operations	240.45		616.45	
Category 6	Business travel	12,444.96		7,814.56	
Category 7	Employee commuting	5,372.89		4,074.86	
Category 8	Upstream leased assets	403.23		398.08	
Category 9	Downstream transportation and distribution	-	-	-	-
Category 10	Processing of sold products	-	-	-	-
Category 11	Use of sold products	-	-	-	-
Category 12	End-of-life treatment of sold products	-	-	-	-
Category 13	Downstream leased assets	318.84		114.63	
Category 14	Franchises	-	-	-	-
Category 15	Investments	-	-	-	-
TOTAL (Market based)		42,345.22		41,647.68	
TOTAL (Location based)		42,414.16		43,128.32	

Ashurst has prepared our Greenhouse Gas Inventory for both financial years 2023 and 2024 in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Ashurst reports and accounts for all GHG emissions under the GHG Protocol for sites it has operational control over.

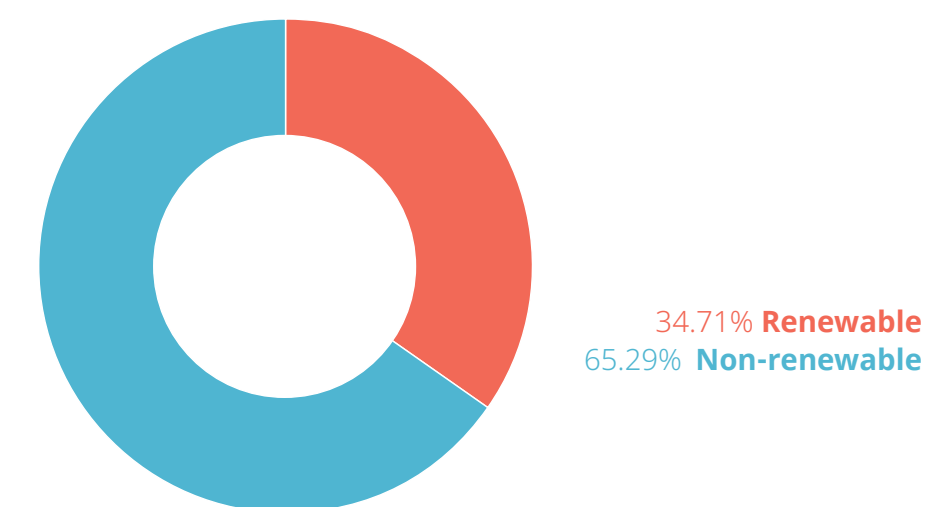
Ashurst has submitted both our near-term and net-zero targets to the SBTi for validation.

We are committed to improving the use of primary data, as well as the integrity of Environmental Management Systems supporting data collection, including seeking third-party assurance for future GHG disclosures.

Renewable energy

Our aspiration is to be able to power all of our locations with energy from renewable power sources. In financial year 2023-2024, 34% of our Scope 2 (market-based) electricity was purchased from renewable energy sources.

FY 2023-2024 - Renewable vs non-renewable office electricity based on kWh



In addition, we are focused on reducing our overall consumption of all forms of energy through how we operate our locations. In Australia, we have partnered with an energy consultant who has developed bespoke consumption dashboards. This has allowed us to focus on the patterns of our consumption throughout our offices, with a view to making meaningful reductions. We also do this by examining consumption data outliers and pursuing better energy intensity within our footprint.



Conscious travel

As a global business, travel is a critical element of how we support our clients and colleagues. Ashurst's Global Conscious Travel Policy is designed to reduce our absolute emissions while at the same time enabling necessary travel experiences that complement our virtual interactions in areas that have the greatest business impact.

Data insights to support our people

In 2024, we implemented a new global travel-management system that allows our people to calculate the emissions of all trips at the time of booking. Highlighting this allows our travellers to make informed decisions. Using only one global travel provider also gives Ashurst access to accurate consumption data to improve the accuracy of our emissions reporting. To complement the enhanced data available through our global travel provider, we also developed custom dashboards for business leaders to better understand their teams' emissions profiles.

Large-event modelling

We have implemented emissions modelling in our large-scale event planning, including our global conferences.

Optimising our route choices

In 2024, Ashurst engaged an external consultant to assess the emissions from our key city pairings for air travel. This work will inform ongoing campaigns related to conscious travel and is designed to empower our teams to make carbon-efficient travel decisions.

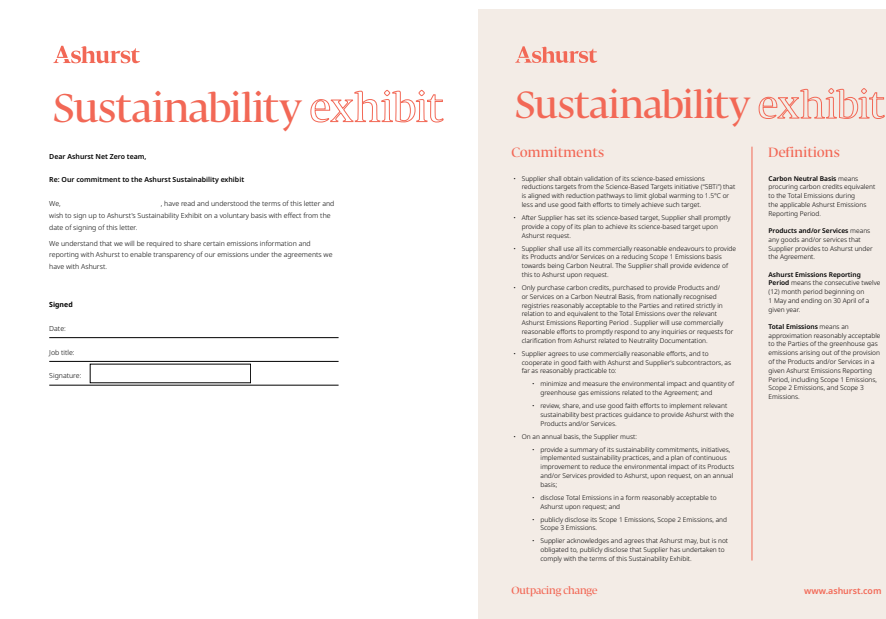
Working with our travel suppliers

Ashurst looks to partner with suppliers who share our net-zero ambitions. We work closely with our airline and hotel partners to understand the actions they are taking to reduce their environmental impacts. Our preferred hotels programme ensures that Ashurst staff have access to hotels that meet our expectations for sustainable hotels. These expectations include building certifications, commitments to net zero and actively reducing waste within their hotel operations.

Supply chain

We know that our supply chain is the largest source of Ashurst's emissions. This is why we have committed to a target that 85% of the emissions from the goods and services we purchase will come from suppliers who have set Science Based Targets.

To support this, we've issued our Supplier Commitment Letter and updated our Supplier Business Practices. We have also updated our Request for Proposal (RFP) process to place a fixed weight on sustainability considerations from our suppliers.



Engaging with our supply chain is an ongoing process and we are working with key suppliers to build transparency through improved reporting accuracy with respect to our supply chain emissions. Ashurst Sourcing & Procurement professionals within our business engage in quarterly or bi-annual business review meetings with our key global and regional suppliers with sustainability and social procurement objectives as a key topic of discussion.

We are pleased that our suppliers are on board with this, and that they often bring fresh ideas, perspectives and innovative offerings to us that help to advance our progress towards achieving our net-zero ambitions.

Vacherin

Ashurst has partnered with Vacherin to support our catering needs in our London office.

"At Vacherin, we see the opportunity to connect people with food as a key lever to drive down high-carbon, high-pollution, and high-waste habits, and to empower ourselves and our customers to make healthy, planet-friendly choices. We are committed to Science Based Targets to reach Net Zero by 2040, and we wear our 3/3-star rating from the UK Sustainable Restaurant Association with pride. Our volunteer days, product purchasing, and charitable donations contribute towards our goal to see increased social value year on year.

"Sustainability initiatives at Ashurst are guided by best practice from Vacherin's Sustainability Manager. The daily counter service for Ashurst emphasises plant-rich dishes and our made-to-order pizzas help to drive down food waste.

"Beyond food, our team creates engaging displays and specials to celebrate diverse cultures, national days, and environmental initiatives. Every month, we run a varied food-engagement programme to enhance knowledge on cultural backgrounds and sustainability. We focus on supporting local suppliers, charities and social enterprises in our operations. We also use our on-site worm farm and terrace herb garden to educate Ashurst's staff about nature.

"The team and I strive to create a dining experience that is not only exceptional in flavour, but that also respects our planet. We are very proud of our collaboration with Ashurst to promote sustainability and to reduce environmental impacts."

Patricia Sousa, General Manager, Vacherin

Carbon removals

Even as Ashurst has been focusing now for several years on efforts to reduce our CO₂-equivalent (CO₂-e) emissions organically, we have also been voluntarily participating in carbon markets to offset our absolute emissions.

However, for us, carbon offsets are not a long-term solution and we want to support industry-wide efforts to achieve absolute emissions reductions.

That is why we are always looking to improve our access to the highest-quality carbon-removal projects available on the market. Accordingly, in financial year 2023-2024 we partnered with [Patch](#) to access the Voluntary Carbon Market (VCM) through innovative projects aligned to the high standards recommended by the SBTi. We will have more details to release on the fruits of this partnership in the near future.

Other disclosures

The Carbon Disclosure Project (CDP)

Ashurst has participated in the Carbon Disclosure Project, an initiative that asks companies to disclose their climate impact, since 2021. In the past year, we have shared accurate emissions allocations to select clients through this platform. Ashurst is committed to improving the accuracy of all of the data we collect and share through this platform each year.



EcoVadis

EcoVadis provides a holistic sustainability ratings service of companies, delivered via a global cloud-based SaaS platform. The EcoVadis Rating covers a broad range of non-financial management systems, including environmental, ethical, labour and human rights, and sustainable-procurement impacts.

Ashurst has participated in EcoVadis since 2022 and currently holds a Bronze rating.



Managing climate-related risks

Ashurst has included climate-related disclosures in its financial year 2023 and will do so in its financial year 2024 annual accounts. As our understanding of our material climate-related risks and opportunities matures, we are applying our Enterprise Risk Management Framework to two climate scenarios developed by the Network for Greening the Financial System (NGFS). We have selected the Net Zero 2050 scenario and the Current Policies scenario.

Net Zero 2050 is an ambitious scenario that limits global warming to 1.5 degrees Celsius through stringent climate policies and innovation, reaching net zero CO₂ emissions around 2050. Some jurisdictions, such as the United States, EU and Japan reach net zero for all greenhouse gases by this point. Physical risks are relatively low, but transition risks are high.

The Current Policies scenario assumes that only currently implemented policies are preserved, leading to high physical risks. Emissions grow until 2080 leading to about 3 degrees Celsius of warming and severe physical risks. This includes irreversible changes like higher sea-level rise. This scenario can help central banks and supervisors consider the longer-term physical risks to the economy and financial system if we continue on our current path to a 'hot house world'.

The work we are doing for our climate-related disclosures in the UK will form a key plank in our preparations for similar disclosures in Australia and for disclosures under the Corporate Sustainability Reporting Directive in the coming years. We will be undertaking our double materiality assessment and developing a full transition plan.

Workplaces

At Ashurst, we are committed to creating working environments across our offices where people are supported to perform at their best, both in the office and at home. Underpinned by our three key pillars – flexibility, sustainability and collaboration – we are working to build modern workplaces that better serve our people and our clients.

We aim to design our workplaces with sustainability at the forefront, including aligning with recognised sustainability standards such as Green Star, while reducing waste and landfill through the reuse of existing infrastructure and equipment.

A major contributor to sustainability is reducing a workplace's footprint. Since 2019, we have reduced space per person by 33% and we continue to focus on creating sustainable and efficient spaces for our people to do their best work.



Hong Kong and Sydney premises

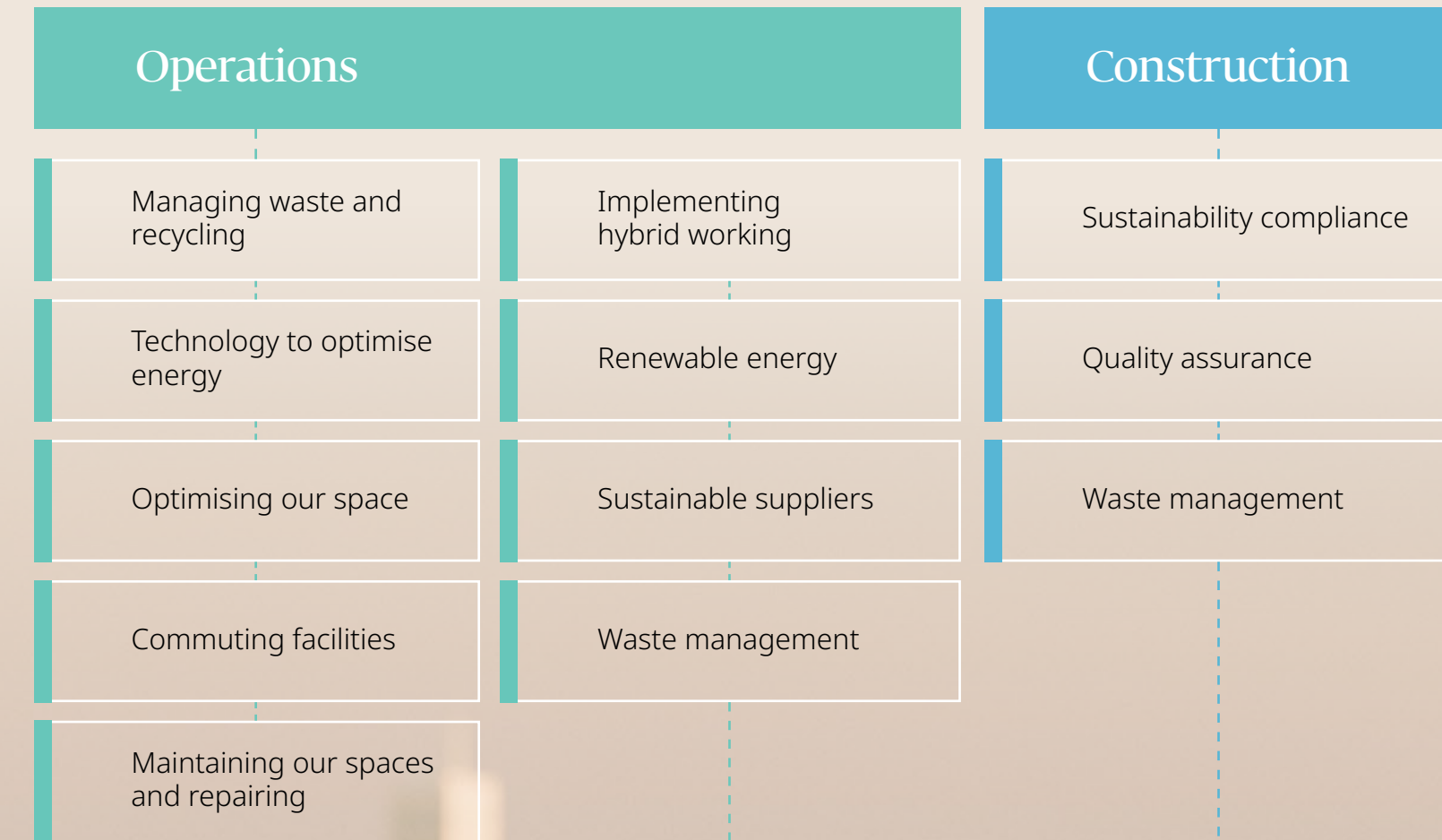
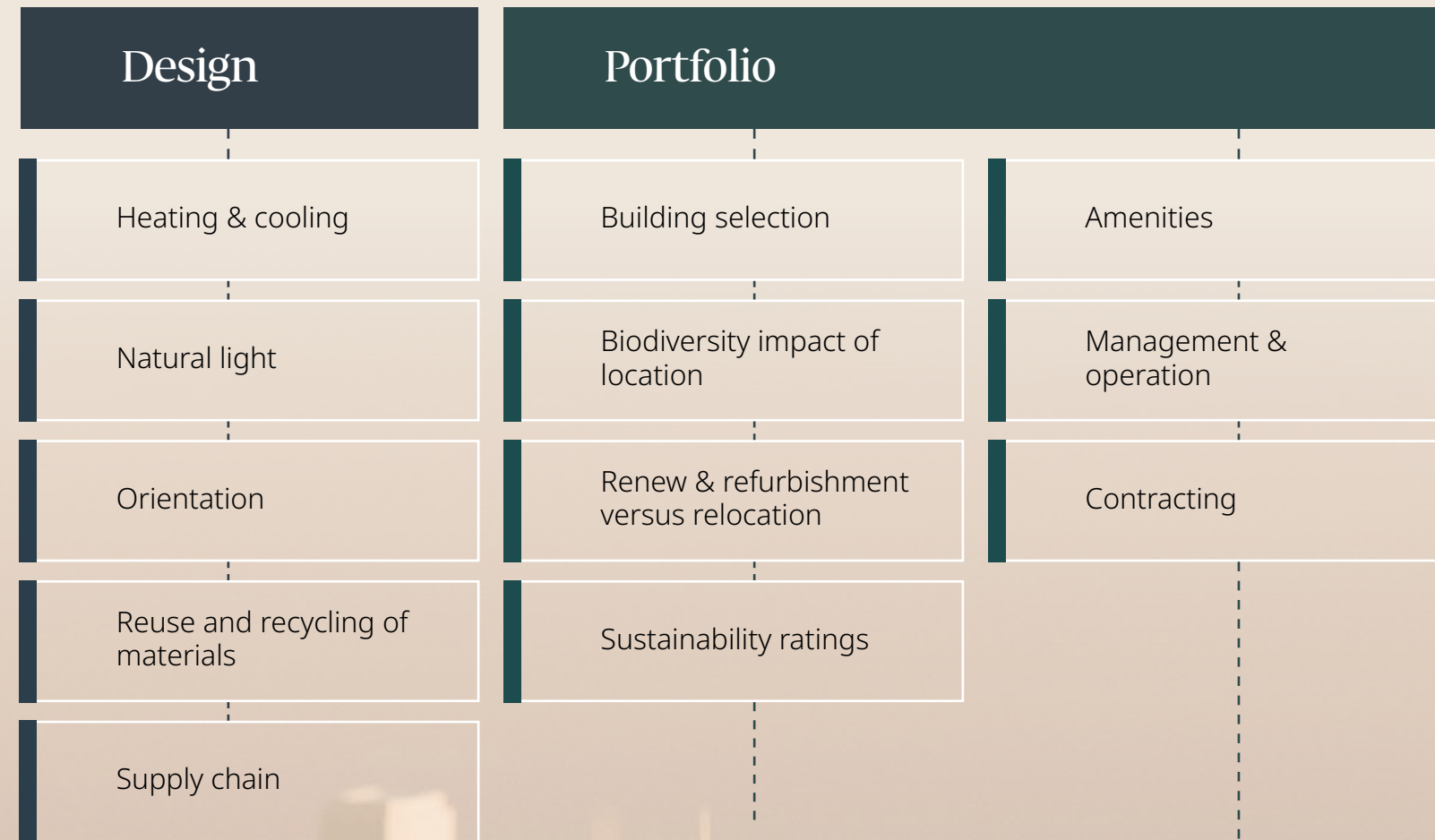
In the 2023-2024 financial year, our Hong Kong office moved to new premises that can accommodate 17% more workspace within the same footprint, and we have also been preparing to move to a new, energy-efficient building in Sydney that will allow us to reduce our footprint there by 28% while supporting future headcount growth through agile working.

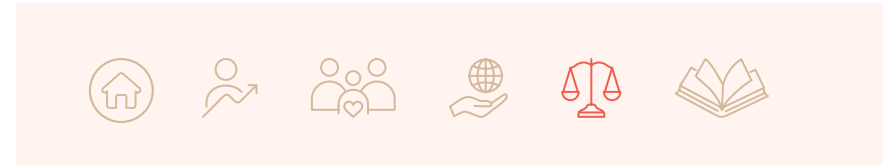
Where possible, we also partner with landlords to pursue sustainability initiatives. One of these is the Tenant Sustainability Partnership Programme in Hong Kong. This local programme aims to collaborate with tenants on sustainability objectives, share data, strive for continuous improvement and reward tenants who reduce their emissions.

Re-Loved Boutique

Ashurst's Glasgow office has created the Re-Loved Boutique, a space for staff to donate clothing for reuse, while raising money for charities. The response has been overwhelming, with an abundance of donations pouring in. We transformed our plaza area into a shop, requesting a minimum donation of £5 to fill a bag with pre-owned clothing. On its launch day, we also treated everyone to complimentary refreshments and cupcakes. After only two days, this initiative had already raised over £300 and, due to this success and its popularity, we have made this a permanent feature in our Glasgow office.

Sustainable workplace principles





Employing sound principles of governance

Governance

Compliance, risk management and sound principles of governance

As a law firm, we are bound by professional ethics as to how we conduct ourselves, upholding the rule of the law and providing independent advice in the best interests of clients. As a global business, we approach the delivery of services from our Risk Advisory and New Law division with the same commitment. As a result, everyone at Ashurst, whatever their role, location or division, is expected to adhere to the highest standards of ethical behaviour in the conduct of our business and activities worldwide, in accordance with our Code of Conduct. We also expect our agents and suppliers to behave ethically, in accordance with our Supplier Code of Conduct.

From combating financial crime, preventing bribery and avoiding conflicts of interest to ensuring compliance with data-protection obligations, information security and meeting professional regulatory obligations, Ashurst has a suite of policies and associated training to support all of our people to fulfil their compliance responsibilities and to protect the standing of the firm.

Our Enterprise Risk Management Framework facilitates our structured approach to understanding, assessing and managing risks and opportunities across our business activities. We do this to ensure we can deliver on our objectives within the constraints of what we can do and the risk appetites set by our Executive

Team and Board. The Enterprise Risk Management system holds a number of risk indicators and metrics against relevant identified risks and opportunities and their corresponding controls. We monitor that we are effectively protecting and/or maximising our firm's ability to deliver on our sustainable objectives.

We actively participate in a wide range of forums engaged in developing high standards in responsible business practice, including the Business and Human Rights Lawyers Association, Net Zero Lawyers Alliance, the Legal Sustainability Alliance, Legal Charter 1.5.

In addition, we are committed to training our people to support engagement with risk management and are evolving our reporting capabilities across relevant sustainability-related risks and opportunities to provide greater transparency to our people, our clients, our suppliers and our communities.

Governance structure

Board

The Ashurst Global Board, led by Ashurst's Global Chair, Karen Davies, is responsible for the overall governance of the firm and for ensuring we meet our 2027 Strategy and conduct ourselves as a responsible business in doing so. The Board is responsible for management oversight and supervision, succession planning, reputational integrity and ensuring major risks and opportunities are identified and addressed, including in relation to sustainability. They are supported by the Risk Committee, the Audit and Finance Committee, the Responsible Business Steering Committee and the Business Strategic Alignment Committee.

Executive Team

Ashurst's Global CEO, Paul Jenkins, and his appointed Executive Team are responsible for developing and delivering the firm's 2027 strategy, as well as managing the day-to-day business of the firm, including our activities relating to Responsible Business. They are supported by the Division Heads, Regional Heads, Industry Heads and Business Services Executive Team.

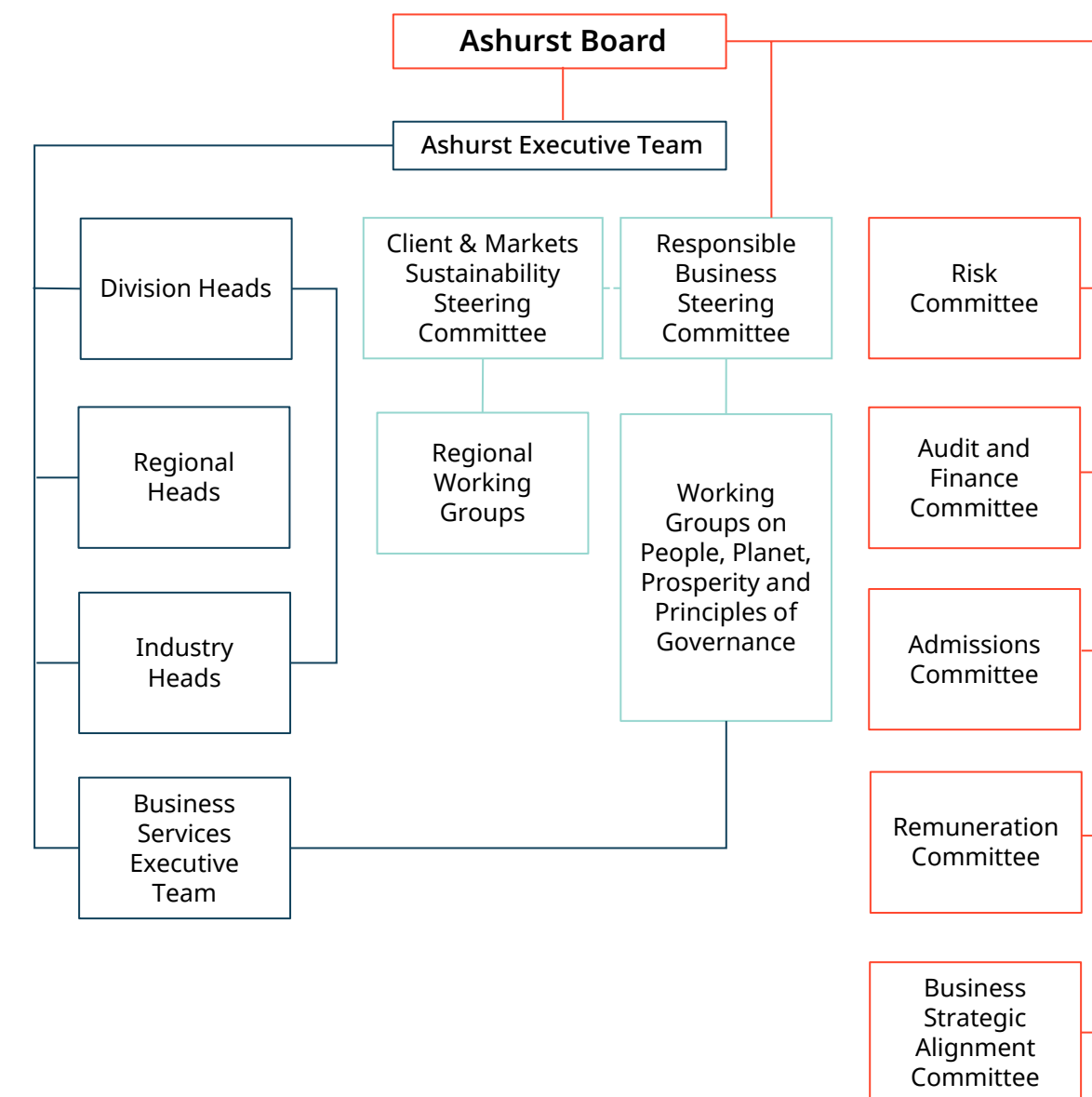
Sustainability Committees

To enhance collaboration across the firm on key sustainability and climate-related issues and the delivery of the firm's 2027 Strategy, three companion Steering Committees have been established:

- **The Responsible Business Steering Committee**, led by our Global Chair, Karen Davies, and supported by Executive Sponsor, Angela Pearson, Chief Legal Officer, is responsible for oversight of our Responsible Business Strategy and sustainability goals. Achieving these goals is a key element of the firm's 2027 Strategy. It reports to the Board, providing governance oversight on the delivery of our responsible business programmes within our own operations across the four pillars of People, Planet, Prosperity, and Principles of Governance. In the selection of its membership, the Chair has sought to ensure that, as far as possible, it is diverse and inclusive, with deep knowledge and expertise in sustainability and/or accountability for delivery of our Responsible Business

- Strategy. The working groups across the four Responsible Business pillars are similarly diverse and inclusive, with cross-functional expertise. They support the operational delivery of the day-to-day activities and any reporting or disclosures relating to these pillars.
- **The Client and Markets Sustainability Steering Committee**, led by our Global Chair, Paul Jenkins and our Global Clients & Markets Partner, Jamie Ng (supported by regional working groups) reports to the Executive Team on developing specific strategies, aligned with our Division, Regional and Industry strategies, to enhance and grow our sustainability offering to clients.

- **The Business Strategic Alignment Committee**, co-chaired by the Global Chair and Global CEO, tests alignment across key reputational, sustainability and climate-related issues to ensure onboarding decisions remain aligned with Ashurst's risk appetite and overall strategy.





Code of Conduct

Ashurst has a Code of Conduct underpinned by a full set of policies and procedures covering the many elements of behaviour and standards we observe, which cumulatively constitute the Ashurst approach. These building blocks ensure that Ashurst conducts all its business within an ethical and responsible framework of which we can be proud.

“Ashurst is committed to adhering to the highest standards of ethical behaviour in the conduct of our business and other activities worldwide. Everyone at Ashurst, whatever their role, and those with whom we work, contribute to the success of our clients and our firm. This code sets out our values and the standards of behaviour we expect from everyone.”

Karen Davies, Global Chair

Speaking up

As part of our commitment to the highest ethical standards, which we expect of our people, we provide them with whistleblower protection. In addition, as part of our commitment to fostering an open and transparent culture, which is the foundation of our commitment to maintaining a safe working environment for our people, we provide avenues for our people to speak up and raise concerns. We appreciate that all organisations face the risk of things going wrong from time to time, unknowingly becoming involved in illegal or unethical conduct or behaving in a manner that is not acceptable or that is misaligned to their values. A culture of openness and accountability is essential in order to prevent such situations occurring, to report them if they do arise and to address them when they occur.

Everyone working at Ashurst is encouraged to report suspected wrongdoing, or raise concerns if they do not feel safe, as soon as possible. Their concerns will be taken seriously, when appropriate

investigated, and considered in confidentiality with the utmost care given to their privacy rights.

Our whistleblowing, grievance and anti-harassment and bullying policies provide guidance as to how to raise those concerns, and reassurance that anyone working at Ashurst is able to raise genuine concerns in good faith without fear of reprisals, even if the concerns turn out to be mistaken.

Ashurst’s commitment to ensuring our people feel safe is very important and we continually work to both prevent and respond to psychosocial risks in the workplace.

Client onboarding

We have a well-established centralised business inception process which we apply to all new clients and mandates. We take into account our conflicts, counter-financial crime and client-imposed obligations, as well as risk and reputational considerations and our firm’s values and strategic objectives to ensure we continue to act as a responsible business.

While the right to access to legal advice fundamentally underpins the proper functioning of a community based on the rule of law, our approach to responsible business and our impact on our communities continues to be developed with our Business Strategic Alignment Committee and relevant stakeholders. We have incorporated measures into our existing business acceptance procedures to also systematically consider the environmental and human rights impacts of the work we do. Where material issues are identified, the relevant matter is escalated to an appropriate group of partners to consider whether or not the business should be accepted. If unresolved, the final decision will be made by the Global Chair and the Global CEO.

We continually improve our business inception process and approach in line with changes to laws and regulations, as well as the evolution of our business activities and risk appetite.

Counter financial crime and sanctions compliance

As a global firm we take our role in preventing our services being misused for the purpose of financial crime (including money laundering, bribery, tax evasion, sanctions evasion, proliferation financing, insider trading and fraud) seriously.

We undertake global assessments of the firm for financial crime risks every two years to ensure our policies, procedures, systems and controls are appropriately calibrated. We risk assess all new clients and matters to ensure compliance with our legal obligations and undertake appropriate due diligence on suppliers to effectively manage financial crime risk.

We respect and comply with all the laws and regulations that apply in the countries where we do business and operate. In particular, our anti-money laundering and counter financing of terrorism policies apply across all our offices and are set to the highest standards. We have a policy of zero tolerance towards bribery and corruption, whether in the public or private sectors.

Our robust compliance system ensures that we are aware of, and comply with, all relevant sanctions regimes. We are committed to adhering to the highest standards of ethical behaviour in the conduct of our business worldwide.

“I am proud of our efforts to date to ensure that Ashurst is a leader in the field when it comes to meeting our obligations to society and maintaining sound governance within Ashurst. We are working hard to ensure that we are able to continually improve our governance structures and policies, and to make an overwhelmingly positive contribution to the legal profession.”

Angela Pearson, Chief Legal Officer and Global General Counsel

Active engagement with professional associations and regulatory bodies

Ashurst is committed to upholding the highest standards in the legal profession and to cooperating with professional regulatory bodies to do so. We have members across the firm who work on specialised committees, such as those devoted to professional standards or promoting legal education.

As a firm, we aim to assist regulators and professional bodies to consider new laws and regulations as they apply to law firms and clients, to help ensure that they are practical and proportionate and to help them to consider unintended consequences of legislation and find solutions to issues arising therefrom. We also assist, where we can, in sharing good practice among law firms and supporting the development of guidance notes and training for smaller firms to help improve the overall standards of the profession.

We have members currently working to support the following organisations, among others:

The International Bar Association

The Law Society of England and Wales

The Bar Council of England and Wales

The City of London Law Society

The Legal Sustainability Alliance

The Net Zero Lawyers Alliance

The Business and Human Rights Lawyers Association

The Insolvency Lawyers Association

Law Firms Australia

The Chartered Institute of Tax

Professionals Against Corruption

Technology and emerging technology

Technology

Ashurst's approach to technology is integral to our strategic objectives and values; it includes being committed to innovation and responsible use. This approach aims to positively contribute to our clients and communities, reinforcing our commitment to ethical standards and long-term sustainability.

We evaluate both existing and new technology to ensure compliance with regulations and best practices, including data security and privacy considerations, the purpose and use of the technology and adherence to retention and destruction obligations to mitigate climate impacts.

Our approach to emerging technology is an essential part of staying ahead of our clients' evolving needs. We carefully balance and assess the efficiency advantages presented by emerging technologies, their ethical considerations, existing or upcoming regulatory compliance and the risk exposure of such tools.

Generative AI experimentation and report

From November 2023 to March 2024, Ashurst led three global GenAI trials involving 411 partners, lawyers and staff representing all of our practice areas and business services functions across 23 offices in 14 countries in our global network.

We then released our Vox PopulAI: Lessons from a global law firm's exploration of generative AI report, which explores insights and sets out the detail of Ashurst's approach and methodology applied to the conduct of GenAI trials, as well as the specific outcomes of certain experiments and a blind study of gen AI platforms, with the aim of helping other organisations navigate their own GenAI exploration. Our report also provides recommendations based on our experience for other organisations wishing to conduct their own experiments with GenAI to drive improved experiences for their people. You can read our [report here](#).

Our generative AI experimentation was shortlisted by the Financial Times in the Innovation in Digital Strategy category at the FT Asia Pacific Innovative Lawyer Awards 2024.

Adoption of artificial intelligence

Ashurst leverages artificial intelligence primarily to drive efficiencies in how we work and to improve the accuracy, consistency and quality of our work product. We currently use a number of third-party systems, solutions and tools to support legal research, document review, document analysis, data extraction, data analysis, process automation, decision automation and translation.

Ashurst closely tracks the developing generative AI market and any regulations that apply to it. We maintain a rigorous approach to the adoption and/or development of solutions leveraging generative AI, and only do so after we have satisfied ourselves that we will remain in compliance with (amongst other requirements) all regulatory requirements, relevant data security and controls requirements, and client terms and commitments.

In the 2023-2024 financial year, the decision was made to partner with Harvey, a leading provider of AI solutions for legal and professional services, and to roll it out in the following financial year to all Ashurst people globally. This was done in June 2024, making Ashurst the first global law firm to roll out Harvey across all of its offices globally from day one.

Key controls include the following:

A governance board that is responsible for establishing internal policies, procedures and controls for the use of generative AI technologies within the firm.

An internal working group tasked with understanding potential AI use cases, participating in trials and proofs-of-concept with trusted partners to test those use cases, and to recommend a governance framework that will enable us to prepare for greater adoption and to adapt to client expectations for our AI capabilities as they evolve.

A generative AI policy that prohibits the use of confidential client data with public generative AI tools and covers appropriate use of Ashurst-approved generative AI tools, including how our supervision policy applies to AI-supported work. The policy emphasises the need for all outputs to be subject to review and verification by a human before they are used in any context, including client-facing work.

Risk assessments to ensure that generative AI tools are only approved if they meet all requirements set by our governance board, including requirements relating to security, data protection, data residency, compliance with Ashurst policies and ensuring that any tools we onboard do not use our or our clients' data to train underlying foundational models.

Training and guidance materials that help support responsible and compliant usage of Ashurst-approved generative AI applications.

Cyber and information security

Cyber and information security

Ashurst is committed to keeping confidential information secure digitally and physically. Through our risk management processes, we continually invest and improve all aspects of cyber and information security to meet best practice controls and specific client requirements.

We have carefully selected partners to ensure that our digital corporate boundaries are guarded against threats and continuously monitor our environments. Additionally, our people are continually trained to identify and respond to threats, fostering a culture of vigilance and resilience. Our multi-layered defence approach aims to uphold our commitment to protecting the trust of our clients, our people and the third parties with whom we work.

Ashurst has received the following accreditations:

Cyber Essentials Plus (UK)

Ashurst has achieved Cyber Essentials and Cyber Essentials PLUS certifications. Cyber Essentials is a cyber security standard that uses independent assessment to identify the IT security controls that an organisation needs to have in place to have confidence that they are addressing cyber security effectively and mitigating the risk from Internet-borne threats. An organisation's technology that is exposed to common cyber-attacks will typically include internet connected computers, such as desktop PCs, laptops, tablets and smartphones, along with internet connected servers such as email, web and application servers.

Defence Industry Security Program

Ashurst is a member of the Australian Government's Defence Industry Security Program (DISP). DISP allows us to remain up to date with any upcoming improvements in security best practices they will require.

Information Security Management Systems (ISO 27001)

In 2024, Ashurst received two ISO 27001 Information Security Management System security certifications. The first is applicable to our eDiscovery services and the second to our Group governance and management of security and privacy.

Ashurst Information Security

In the 2023-2024 financial year, Ashurst created an internal Information Security Statement outlining the security controls the firm has implemented for our people.

A best practice set of standards, policies, procedures and processes are in place to ensure vulnerability management, encryption technologies, multi-factor authentication, rigorous access controls, monitoring and testing, as well as audit exercises, are continually followed and updated.

Appendix



About Ashurst

Ashurst is a leading global law firm with over 4,500 lawyers and business services staff around the world. The firm's in-depth understanding of its clients and commitment to providing exceptional standards of service has seen it become a trusted adviser to local and global corporates, financial institutions and governments on all areas of commercial law.

Ashurst has 31 offices in 18 countries and offers the reach and insight of a global firm, combined with the knowledge and understanding of local markets. As a global team, Ashurst has a reputation for successfully managing large and complex multi-jurisdictional transactions, disputes and projects and delivering integrated solutions that provide strategic value for clients.

The firm's people are its greatest asset and bring together global teams of experts across legal, risk consulting and New Law to deliver end-to-end solutions and provide the incisive advice clients need. Our focus is on getting to the heart of clients' commercial goals and on striving to go beyond matters of the law to deliver practical, holistic solutions.

Highlights from our financial year 2023-2024 financial report are available in our Annual business report financial year 2024.

Ashurst Advance

Ashurst Advance is our New Law division, and our expert global team delivers innovative and technology-enabled legal services to our clients across the world.

At Ashurst, we know our clients expect their legal advisers to provide innovative and cost-effective solutions to their legal and business challenges.

Leveraging our deep experience across delivery, managed services, digital, legal operations and flexible resourcing, we work seamlessly with our legal advisory and risk consulting teams to provide fully integrated solutions tailored to clients' needs and that aim to address their most-complex legal challenges.

Ashurst Risk Advisory

Ashurst Risk Advisory is the Ashurst Group's consulting arm. Launched in Australia in 2020 and expanded into the UK in 2022, the 100-strong team of highly experienced, expert risk consultants provide integrated and holistic solutions to clients navigating the complexities of conducting businesses globally.

With offerings aligned to financial services regulation, workplace health and safety, ESG and sustainability, data and analytics and cyber and strategic risk, the global team help to guide clients through their most-important opportunities and challenges.

Our consulting services are delivered by Ashurst Risk Advisory Pty Ltd (ABN 74 996 309 133) and Ashurst Risk Advisory LLP (company number OC442883). These services do not constitute legal services or legal advice, and are not provided by qualified legal practitioners acting in that capacity. The laws and regulations which govern the provision of legal services do not apply to the provision of risk advisory services.



Ashurst's Board

Global Chair
Global Chief Executive Officer
Chief Financial Officer
Five elected partners
Two Independent Directors

Ashurst's Executive Team

Global Chief Executive Officer
Head of Finance, Funds & Restructuring and Head of Region, Asia
Head of Real Estate and Head of Region UK and ME
Head of Corporate
Head of Disputes, Investigations and Advisory
Head of Projects and Energy Transition
Co-Heads of Ashurst Advance and Consulting
Head of Region, Australia
Head of Region, Continental Europe
Chief Financial Officer
Chief Operating Officer
Chief People Officer
Chief Transformation Officer
Chief Legal Officer

Ashurst's Responsible Business Steering Committee

Global Chair
Chief Legal Officer
Chief People Officer
Chief Operations Officer
Chief Risk Officer
Global Clients and Markets Partner
Sustainability Partner (Legal)
Sustainability Partner (Risk Advisory)
Partner, Global Head of Pro Bono and Social Impact
Subject matter experts for Climate, People and Culture, Pro Bono and Social Impact, and Risk and Compliance

Ashurst's Business Strategic Alignment Committee membership

Global Chair
Global Chief Executive Officer
Partner Board Member
Partner Executive Team Member (Division Head)
Two fee-earning partners
Chief Legal Officer
Chief Risk Officer
Global Clients and Markets Partner

“I would like to thank everyone involved with our Responsible Business Steering Committee, Pillar Working Groups and other colleagues, clients, communities and stakeholders who have contributed to the matters referred to in this report and who continue to support us in our efforts to achieve our Responsible Business Strategy.”

Karen Davies, Global Chair

GHG inventory methodology

This inventory covers 100% of GHG emissions from operations over which Ashurst LLP has operational control.

Scope 1 & 2 emissions are calculated using a process-based emission approach, as mandated by the GHG Protocol Corporate Accounting and Reporting Standard, GHG Protocol Scope 2 Guidance and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. This method involves utilising actual consumption data (eg kWh of energy used), which is then multiplied by the appropriate emission conversion factor. In instances where actual consumption data is not available, estimations are made and thoroughly documented to form part of the supporting documentation provided to our carbon-accounting platform, Normative.

The Normative carbon-accounting platform employs these emission conversion factors to compute the carbon emissions associated with each activity. For Scope 2 electricity, both market-based and location-based emission factors are determined in accordance with the GHG Protocol Scope 2 guidance and the requirements set forth by the SBTi.

Scope 3 emissions are calculated using a spend-based emission approach, as recommended by the GHG Protocol Corporate Value Chain (Scope 3) Standard. This approach involves identifying and assessing all indirect emissions that occur in the value chain of the reporting company, including both upstream and downstream activities.

The process involves collecting data on the goods and services purchased, capital goods, fuel- and energy-related activities not included in Scope 1 or 2, waste generated in operations, business travel, employee commuting, leased assets, investments, and the use of sold products. Each category of spend or revenue is then multiplied by the relevant emission factor to estimate the Scope 3 emissions.

Where actual primary data is provided with already calculated carbon emissions, this was used as an initial data point before reverting to a spend-based approach for data gaps. Where actual spend or revenue data is not available, estimations are made and documented to form part of the supporting documentation which is then provided to Normative.

The Normative carbon-accounting platform applies emission factors to calculate the carbon emissions associated with each Scope 3 category. For purchased goods and services, both supplier-specific and average data emission factors are calculated as per the GHG Protocol Scope 3 guidance and the requirements of the SBTi.

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This material is current as at 28 October 2024 but does not take into account any developments to the law after that date. It is not intended to be a comprehensive review of all developments in the law and in practice, or to cover all aspects of those referred to, and does not constitute legal advice. The information provided is general in nature, and does not take into account and is not intended to apply to any specific issues or circumstances. Readers should take independent legal advice. No part of this publication may be reproduced by any process without prior written permission from Ashurst. While we use reasonable skill and care in the preparation of this material, we accept no liability for use of and reliance upon it by any person.