Climate Transition Plan

Hill Dickinson

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A note from the Responsible Business Chair – Iain Johnston

At Hill Dickinson, we believe in creating a future where our people, our clients and our communities all flourish. Our approach to responsible business, and to this Climate Transition Plan, is rooted in our values: we are human and approachable, working collaboratively; we are fully invested, committed to our people and communities; we are progressive thinkers, always trying to drive positive change; and we are responsible, in all our actions and plans.

Our Responsible Business Strategy centres around four pillars: People, Community, Planet and Clients. These pillars translate our values into action, guiding what we do every day: supporting colleagues, making a positive difference locally, cutting our environmental impact and working closely with our clients to meet their needs.

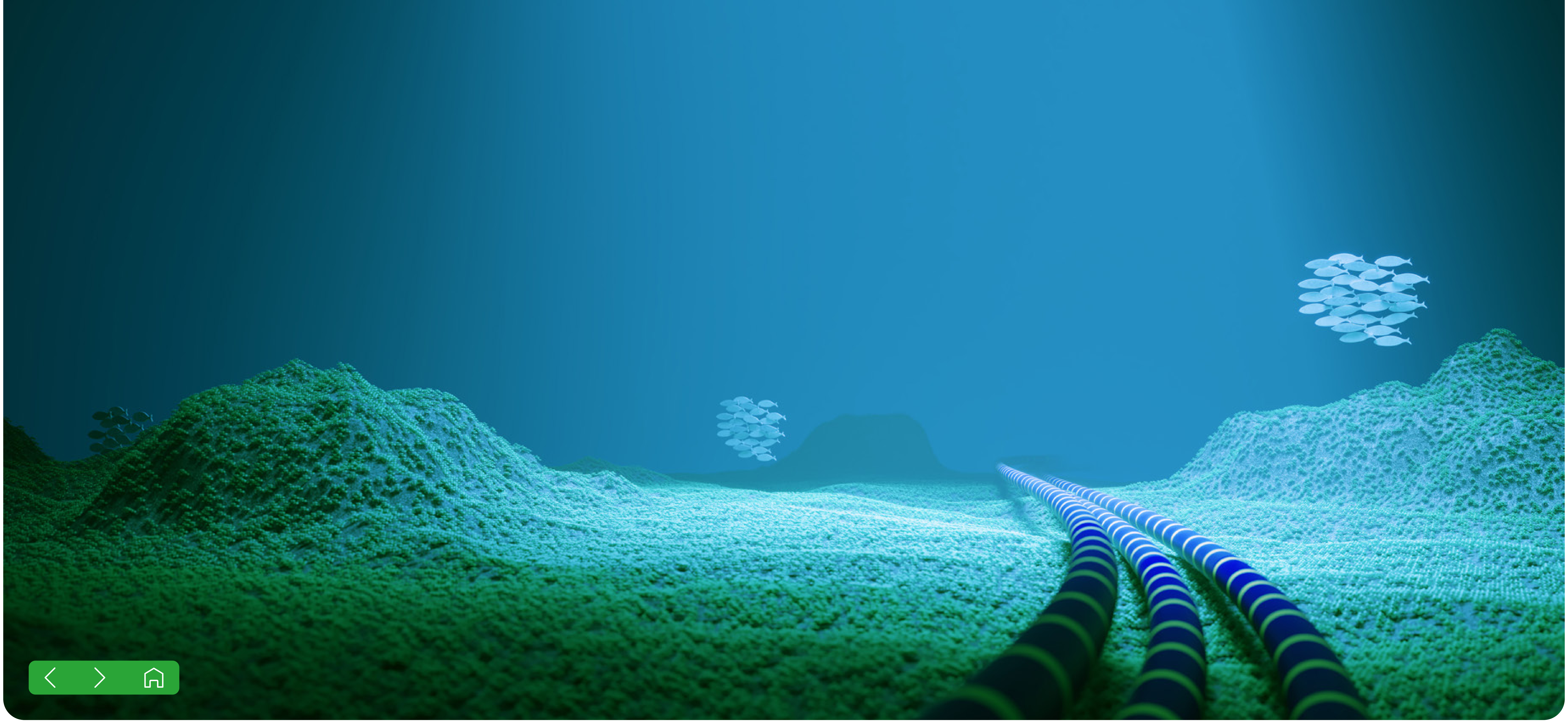
This is our inaugural Climate Transition Plan, and it builds on the foundations of our Responsible Business Report and Carbon Reduction Plan, aligning with our four pillars and earlier commitments. These earlier steps helped us understand our impact, set meaningful targets and put in place the governance needed for lasting climate action.

In the context of the urgent need for economy-wide decarbonisation, this Transition Plan sets out how Hill Dickinson will play its part – reducing emissions from our own operations, and more significantly across our supply chain, while using our influence to support the wider transition. For a professional services firm, this means continuing to reduce operational emissions from energy use and travel, working closely with suppliers to address value chain emissions, and recognising that our biggest opportunity lies in the growth of climate-aligned legal services that help our clients respond to the transition ahead.

This Transition Plan is for everyone at Hill Dickinson, and the people who work with us – leaders, colleagues, clients and suppliers. For our leaders, it brings focus and clarity, making sure climate is part of every decision and strategy. For colleagues, it spells out how each of us can make a difference, with practical support and shared knowledge. For our clients, it shows how we hold ourselves to the same standards we advise on, building trust and working together for better outcomes. And for our suppliers, it sets out clear expectations, helping us all work towards reducing our impact across the value chain.

Our Transition Plan will evolve, as we respond to changing expectations and deepen our understanding of the risks and opportunities ahead. We're proud of how far we've come, and I am energised by what lies ahead. By working together, we can shape a future that's fairer, stronger and true to our firm's ambitions. This Transition Plan sets out our direction, enabling us to take the next steps with clarity and purpose.

Our transition plan at a glance



Our targets for operations and the supply chain

We are committed to reaching net zero emissions by 2045, in line with the Paris Agreement. Our ambition is underpinned by two absolute near-term targets: a 55% reduction of Scope 1 and 2 emissions and a 33% reduction in Scope 3 emissions by 2033, against a FY23 baseline [4.3d]

The information below shows our net zero commitment, near-term targets and the key implementation priorities across our operations and supply chain. The targets and delivery levers shown reflect the most material sources of emissions identified through recent emissions modelling and analysis.

Together, these guide action over the short, medium and long term. **[1.1a, 4.3a, 4.3b, 4.3i]**

More information on this is included in the sections on Implementation Strategy (page [32]) and Engagement Strategy (page [18]).

Our Targets

55%
Reduction in Scope 1 & 2 emissions by 2033

33%
Reduction in Scope 3 emissions by 2033

Net Zero
by 2045

Our Progress

-41%
Change in Scope 1 & 2 emissions since 2023

+21%
Change in Scope 3 emissions since 2023

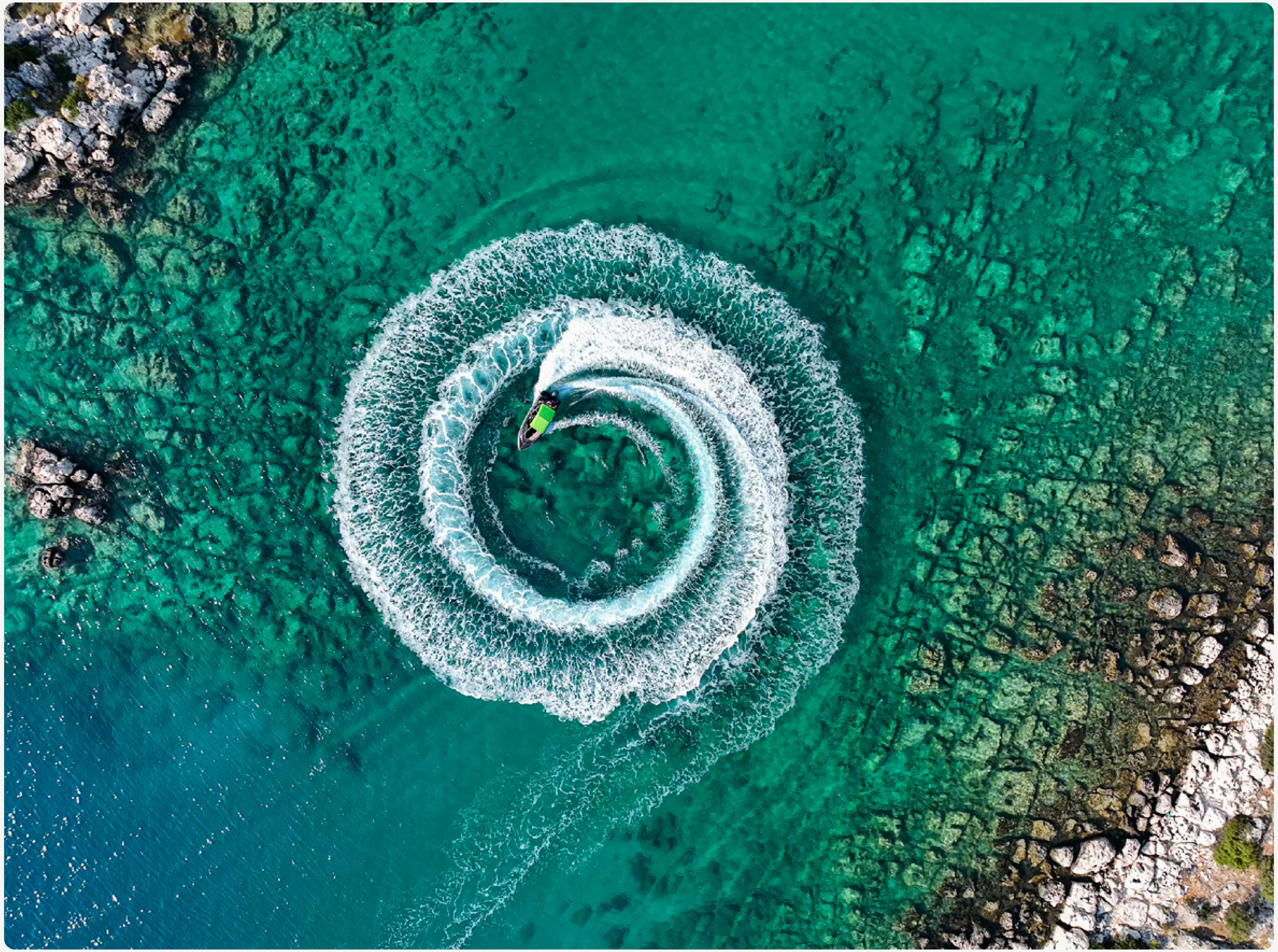
Our Delivery Levers

Across our operations

- Renewable energy procurement
- Reduced reliance on natural gas
- Hybrid working
- Sustainable travel policy
- Low-emissions commuting
- Climate risk and opportunity assessment
- Education and sustainability governance

Across our suppliers

- Targeted engagement with priority suppliers
- Increasing coverage of suppliers with validated emissions reduction targets
- Application of environmental clauses in supplier contracts
- Increased coverage of supplier-specific emissions calculations



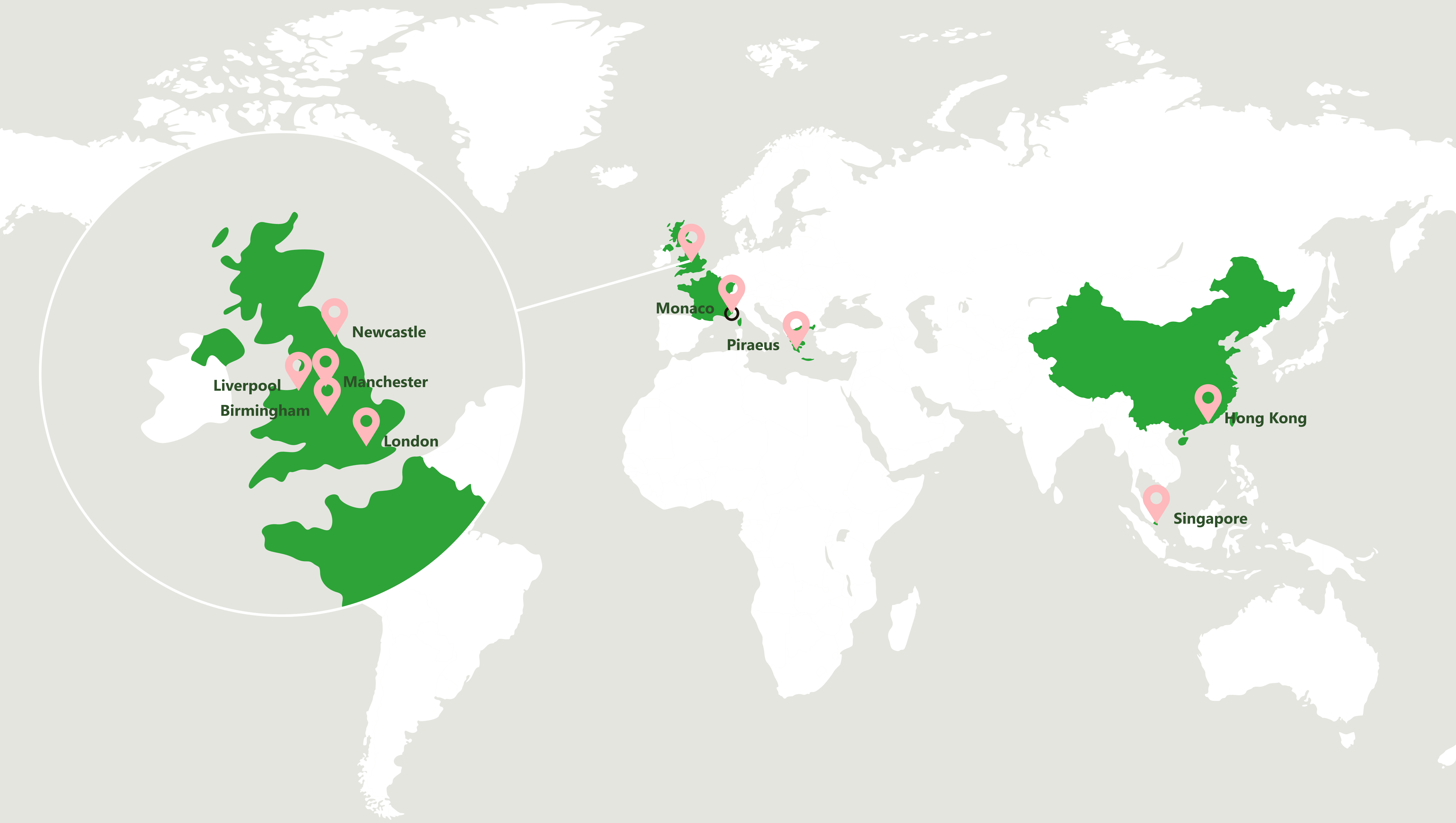
Our legal services

We recognise that one of our greatest long-term impacts comes through the work we do with our clients. While making progress on our operational and supply chain goals, we are now also focused on evolving our legal services to meet climate challenges head-on. Our Transition Plan shows our commitment to aligning our services with climate priorities, reflecting the opportunities that lie ahead as client needs and regulation continue to shift.

This work is in its early stages. As we learn from our clients' needs and sector developments, we'll improve our climate-aligned services so we can support our clients through the transition. See page 18 for more on our plans. **[1.1a]**

An emerging opportunity:	There is an opportunity to expand our climate aligned legal services to support clients through the transition to a lower carbon economy. Our work currently focuses on climate and sustainability regulation, sustainability linked contracting, and clean energy and transition related projects.
Where we expect demand to grow:	As climate and transition issues become more material, their impact is most evident across sectors where we already have deep expertise, including Maritime, Real Estate, Finance, Construction and Health.
What this means for us:	To respond to this opportunity, we are developing climate aligned services, building climate capability across our teams, and working with clients on transition planning to stay ahead of regulatory and market expectations.

Our purpose and strategic ambition



About Hill Dickinson

An unpredictable world calls for a progressive-thinking law firm that is aligned to our clients' ambitions. At Hill Dickinson, we make it our business to understand the challenges and opportunities our clients face, and to turn those insights into decisive action.

We provide legal advice to organisations and individuals across a wide range of sectors, supporting clients to resolve disputes, enable transactions, navigate regulation and optimise legal strategies. Our work is shaped by the complex, fast moving and high stakes environments in which our clients operate, and delivered with clarity, commercial focus and a practical understanding of risk.

Our expertise spans specialist business groups including Health and Social Care; Marine, Trade and Energy; and Business Services. Across these areas, we advise clients in both the public and private sectors on commercial, corporate, regulatory, employment, real estate, dispute resolution and private client matters, tailoring our advice to their specific operational and regulatory context.

We operate across the UK and internationally, with offices in major UK cities and an international presence in Monaco, Singapore, Greece and Hong Kong. This geographic footprint enables us to support clients across borders while remaining closely connected to the local markets and communities in which we work.

Our people are central to how we work. They bring sector expertise, technical strength and a collaborative approach to supporting our clients' needs. Our core values guide how we work with clients, colleagues and communities, and shape how responsibility, integrity and long term relationships are embedded across the firm.

Creating a strategic and rounded climate transition plan

Our Climate Transition Plan sets out how we are responding to climate change across our operations, value chain and our legal services. It brings together our targets, actions and governance arrangements, and sets out our priorities for managing climate related risks and opportunities in a way that supports long term resilience and growth, embedding our climate ambition into practical decision making across the firm.

It reflects the growing importance of climate change to our clients, to our colleagues, and to society. We have a responsibility to respond by aligning our operations and, over time, our legal services with the transition to a net zero economy. In doing so, we will build on our established reputation for legal excellence, while continuing to meet our professional, regulatory and client obligations.

Our approach is structured around three core focus areas, please see diagram below.

In putting this Transition Plan together, **we have taken a practical approach to addressing existing and emerging requirements, commitments and guidance. We have aligned with the Transition Plan Taskforce framework and drawn on the recommendations of the Task Force on Climate related Financial Disclosures, alongside relevant UK legal and regulatory requirements and the direction of travel set by international standards such as ISSB and CSRD.** We have also considered **national and international climate commitments** where these help shape credible transition pathways and expectations. [1.1c (i), (ii), (iv)]

Across 2025 and early 2026, we undertook an emissions modelling exercise to understand our emissions profile and identify potential decarbonisation levers across our operations and value chain. The outputs of this modelling have been used as an important reference point in the development of this Transition Plan.

We have also taken account of **relevant sector pathways, transition roadmaps and climate scenarios, as well as voluntary commitments, industry standards and existing public disclosures. The Transition Plan draws on the latest modelling outputs to ensure that the decarbonisation levers identified are appropriately reflected, helping to focus actions on the most material sources of emissions and support the achievement of our emission reduction targets. As modelling outputs are updated and refined, they will continue to inform the evolution of the Transition Plan, supporting an approach that is grounded in the best available information. [1.1c (iii)]**

Further detail on specific targets, methodologies and assumptions is included in the relevant sections of this document.

Strategic objectives and delivery priorities

Hill Dickinson has experienced strong and sustained growth over the last decade, including unprecedented growth in the past year. As we continue to grow, we face a clear challenge: staying on track to deliver ambitious decarbonisation commitments as our business grows.

We are focused on maintaining a credible decarbonisation pathway while using our expanding scale and influence to support the wider climate transition. This includes selectively growing our work in the sectors and activities that are most closely aligned with the transition to a lower carbon economy and working with our suppliers and partners to reduce emissions across our value chain.

Climate change is reshaping the physical, economic and regulatory context in which we operate. While the impacts and risks are covered in more detail on [page 11], there is a clear longer-term opportunity to evolve our business model in line with wider transition objectives. This includes supporting clients as they respond to changing regulation, manage climate related risks, build resilience, and navigate uncertainty where policy and legislation continue to develop.

As part of this shift, we are exploring how our legal services can better support transition needs across our priority sectors, including through advice on climate and sustainability regulation, the integration of climate related provisions into contracts, and horizon scanning to help clients prepare for future market and regulatory expectations.

These priority sectors reflect areas of early engagement, identified where climate related risks, regulatory change and client demand are most evident, and where we have established sector expertise, while building on broader capabilities across the firm as our climate related services continue to develop.

Together, these changes allow us to grow responsibly, strengthen client relationships, and align our business model with the direction of the climate transition.

External factors and considerations for implementation

Climate transition planning means recognising the external factors that shape our progress and direction. While we have limited control over these factors, by understanding them, we are better able to create a robust, adaptable plan and respond confidently as circumstances change.

Our Plan is shaped by how the wider transition unfolds and by conditions across the economy, the sectors we operate in and our value chain. These factors influence both how our pathway develops and how climate related risks and opportunities may emerge over time. **[1.3a]**

We will consider how these external factors can be reflected more clearly in our financial planning and reporting. At this stage, they are not directly reflected in the firm's financial statements. **[1.3c]**

Factor	Dependency	Assumption
Macroeconomic	**Climate-related regulatory evolution**	Climate-related disclosure and reporting requirements in the UK and internationally continue to expand, including greater emphasis on value-chain emissions, transparency and transition planning, even where direct carbon pricing does not yet apply to professional services firms.
	Pace and shape of global decarbonisation	Global decarbonisation continues, but at different speeds across regions and sectors, influencing the timing and scale of transition risks and opportunities faced by clients and markets.
	Wider economic conditions	Economic conditions, including cost pressures, energy prices, financing conditions and insurance availability, continue to influence operational resilience and the way climate risks translate into business impacts across the economy.
Value-chain	**Emissions data quality and availability**	Continued improvement in the availability, consistency and maturity of emissions data, particularly across Scope 3, supports more accurate monitoring and reporting over time.
	Supplier engagement and capability	Progress depends on suppliers' ability to measure and disclose emissions, apply recognised methodologies and engage consistently, particularly across high spend categories such as IT, facilities and business development.[GU1.1][BB1.2]
	Business travel patterns	Business travel demand continues to reflect client requirements, international engagement and business development priorities, influencing near term Scope 3 emissions trends.
Industry-specific	**Sector-based trends in client needs**	Regulatory change, physical climate risk exposure and market expectations continue to reshape legal needs across key client sectors, including Maritime, Real Estate, Construction, Finance and Health.
	Climate expectations in client procurement	Climate performance, emissions transparency and credible transition planning remain increasingly embedded in client tenders, panel reviews and procurement processes, shaping expectations of legal advisers.
	Peer activity within the legal sector	Peer firms continue to strengthen climate capability, disclosures and services, contributing to evolving norms and expectations across the legal market.

Legal advice for a lower-carbon and more resilient future

Our legal advice is our strongest contribution to the wider transition. Every day, we work alongside clients as laws, regulation and the sectors where we operate change. Climate related issues increasingly form part of the context in which we advise our clients.

Much of our experience in this area has grown naturally through client work, from governance and regulatory advice to transactions and disputes in sectors navigating new risks and expectations. We are now taking a more deliberate approach to understanding where this expertise sits within the firm, and how we can use it more consistently to support all our clients as they navigate a fast moving and complex environment.

We are part of our clients' value chains, and so it is important that we reflect this in our approach. By understanding their ambitions and pressures, and by continuing to invest in shared learning and collaboration, through horizon scanning, firm wide training, our Sustainability Reporting Taskforce and participation in external legal networks, we are strengthening our ability to support clients with clarity and confidence as they also find their way through the climate transition.

Enhancing our climate resilience

We are deepening our understanding of how climate change may impact our business over time, both through physical impacts and wider transition pressures. Over the past year, we focused our efforts on identifying the most significant climate risks and opportunities affecting our office locations, daily operations, and the broader operating context.

Our efforts have taken us beyond a high level view of climate risk and towards a clearer picture of where potential impacts could arise for our people, offices and business continuity. In 2026, we will deepen this work through a climate scenario analysis, exploring how identified physical and transition risks could evolve over time under different climate outcomes and helping to inform our approach to resilience. Climate scenario analysis will initially be undertaken for UK offices, with a rollout across global offices thereafter.

Risk type	Risk driver	Relevance to Hill Dickinson	Justification
Physical Risks	**Heatwaves**	Increased frequency and severity of heat events may affect working conditions and office operations across all locations.	Heat stress identified as relevant across all office locations.
	Pluvial (rainwater) flooding	Localised flood risk could disrupt access to offices and critical services at some locations.	Notable exposure identified at Liverpool, Singapore and Hong Kong.
	River flooding	Potential disruption to office operations in areas close to river systems.	Exposure indicated for London.
	Tropical cyclones / extreme storms	Severe weather could affect operational resilience and safety at certain international locations.	Primary exposure identified for Hong Kong, with lower-likelihood historic exposure for Singapore.
	Wildfire	Smoke, heat and disruption could affect staff wellbeing and office access in specific locations.	Exposure identified for Piraeus, Monaco and Hong Kong.
	Landslide	Disruption risk linked to intense rainfall and terrain in specific geographies.	Exposure identified for Hong Kong due to steep terrain and heavy rainfall.
Industry-specific	**Regulatory and disclosure change**	Evolving climate regulation and reporting expectations may affect governance, compliance and client requirements.	Identified as a relevant transition dynamic requiring further assessment.
	Stakeholder and client expectations	Changing expectations from clients, regulators, insurers and other stakeholders may shape risk exposure and service demand.	Highlighted as a present-day transition consideration.
	Sector-level change	Climate transition may affect sectors served by the firm, influencing client risk profiles and demand for legal advice.	Material change noted across Maritime, Real Estate, Construction, Finance and Health sectors.

Other areas of impact

Society and the just transition

The move towards a lower carbon economy affects people and communities as well as the environment. It raises questions about fairness, access to opportunity and how organisations support those most affected by change, often referred to as the idea of a just transition.

We have not yet developed a specific just transition lens within our Climate Transition Plan. However, through our wider Responsible Business work and the activities in Our Communities pillar, we already undertake a range of activities that support social outcomes, inclusion and community resilience. To date, this has spanned across areas such as community investment, access to justice and pathways into the profession and provides a foundation on which we can build.

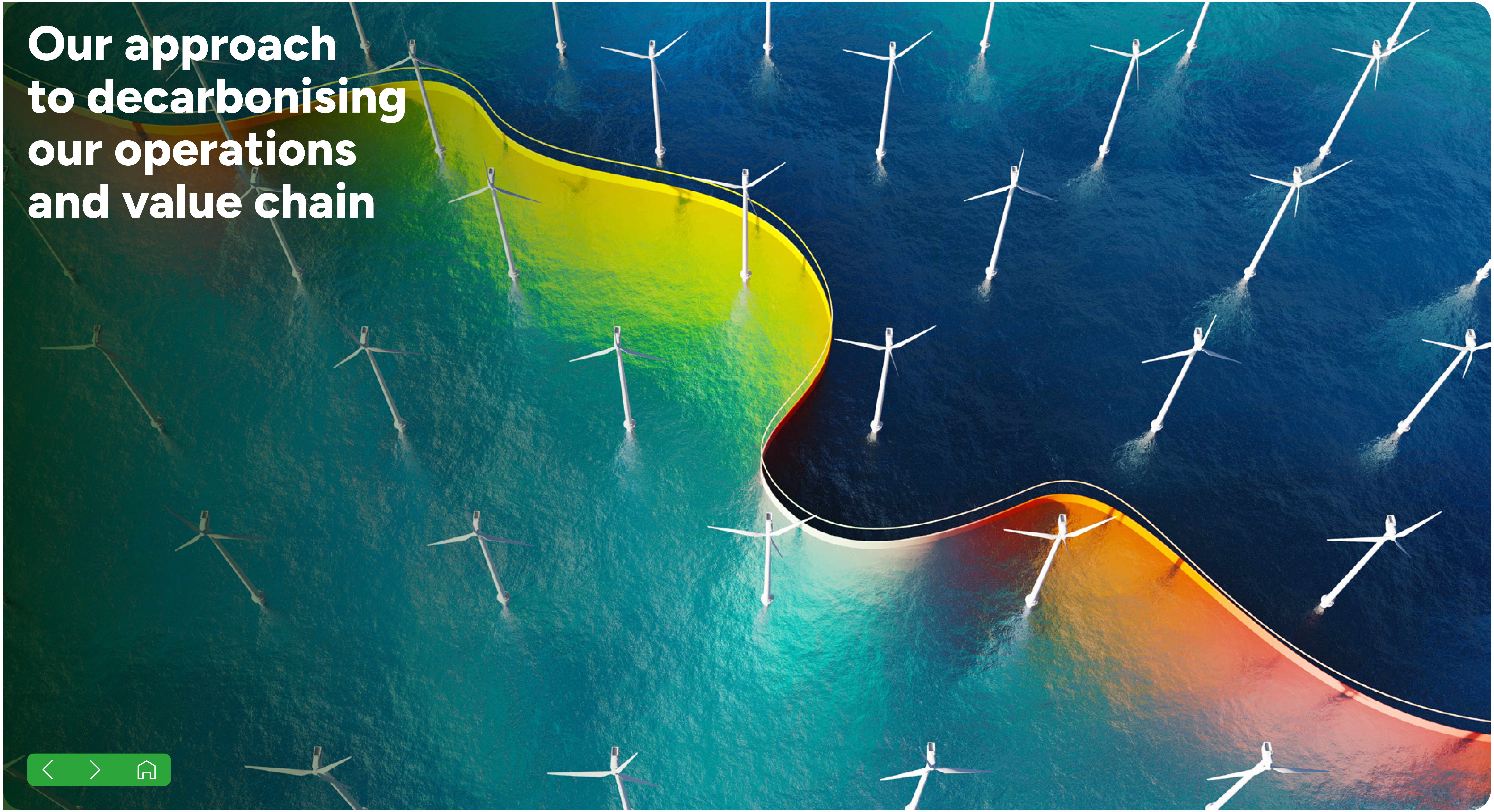
Over the next two years, we will increasingly apply just transition considerations to what we do in this area, strengthening the connection between our social impact activity and the objectives of the climate transition, while remaining aligned with the broader commitments we have already made as a firm. Please see page [29] for more information on how we have and plan to put this into practice.

Considering nature within our transition plan including nature-based risks and contributing positively

Reducing emissions is a core part of our climate transition, but carbon is not the only consideration. Nature restoration and biodiversity play an important role in environmental resilience and in addressing the longer term impacts of climate change, as well as being important priorities in their own right.

At this stage, we have not yet undertaken specific work on how nature and biodiversity considerations are reflected within our climate transition ambition. We recognise the importance of this area and are considering how it could be taken forward over time, building on our wider Responsible Business commitments as our transition planning continues to develop.

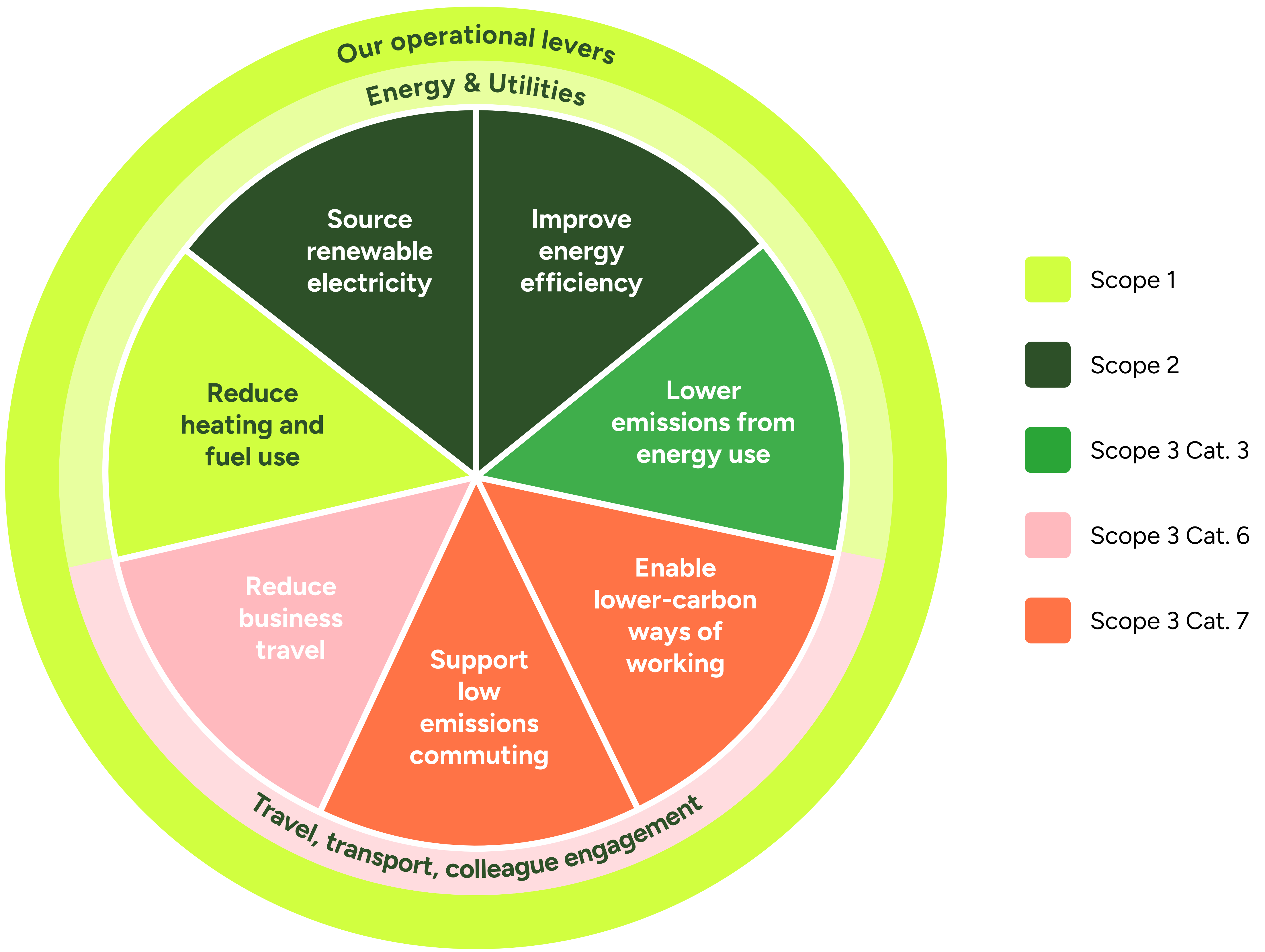
Our approach to decarbonising our operations and value chain



Our operations

We are delivering our climate transition commitments through targeted action across our own operations, focusing on areas within our direct control to reduce Scope 1, 2 and 3 emissions and meet our near term targets. [4.3d]

We are doing this through a defined set of operational levers[1], visualised below, applied across core business activities where we have the capability and influence to drive emissions reductions and strengthen how our climate-related risks are managed over time.



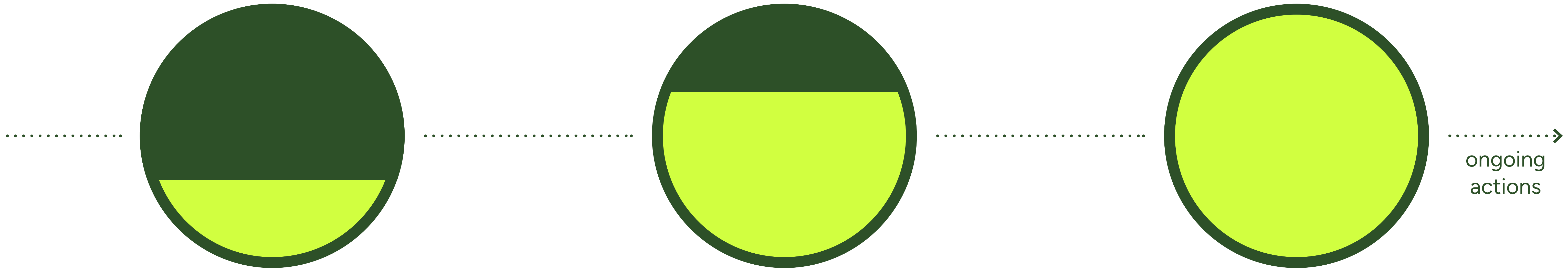
[1]Diagram is not a proportionate reflection of our emissions breakdown.
Please see [appendix a] for a breakdown of our emissions.

Across our operational footprint, our carbon emissions are mainly driven by business travel and commuting, with other contributions from heating and fuel-use emissions and purchased electricity. These sources represent the most material emissions within our own operations and therefore inform the actions set out in this section (see Appendix A for a breakdown of our emissions). **[2.1a]**

Our actions are prioritised based on the level of direct control we have, the maturity of available data, and the potential to deliver material emissions reductions, drawing on insights from our emissions modelling. Delivery is guided by our near-term targets, as summarised in the infographic on page 5, with actions aligned across the short term, medium term, and longer term. **[2.1a]**

Our operational actions are focused on two areas: Energy and Utilities, and Travel, Transport and Colleague Engagement. Together, these cover how we manage our buildings and energy use, how we travel for work, and how we support colleagues to adopt lower-carbon ways of working.

The actions below set out how these areas contribute to reducing emissions across the short, medium and longer term, targeting material sources of emissions and embedding climate considerations into everyday decisions and practices. **[2.1a-i, 2.1b]**



Short term

1-2 years
Actions to be delivered in current financial planning cycle.

Medium term

2-5 years
Actions to be delivered through strategic planning and future business decision cycles.

Long term

5-10 years
Outcomes to be achieved through cumulative impact of short- & medium-term actions, supporting progress to net-zero by 2045.

	Short term	Medium term	Long term
Reduce heating and fuel use in our offices	Prioritise office spaces with efficient, low-carbon heating and building design to reduce reliance on on-site fuels, embedded into lease renewal and relocation decisions.		
Improve energy efficiency across our offices	Install and use smart meters to track and understand energy consumption, piloting initial implementation at our Liverpool office and using lessons learned to inform wider roll-out.		
	Prioritise the leasing of office spaces that meet BREEAM and other recognised standards to improve operational energy efficiency, embedded into estate, lease renewal and relocation decisions.		
Source renewable electricity across our offices	Maintain 100% renewable electricity across our UK offices.		
		Encourage the use of renewable electricity across our global office estate, including offices in Greece, Singapore and Hong Kong, working through lease arrangements, landlord engagement and procurement.	
Lower upstream emissions linked to energy use		Reduce upstream energy-related emissions by lowering overall building energy demand through efficient building design, systems and monitoring. Delivered via cumulative impact of Scope 1 and 2 actions.	
Reduce emissions form work-related travel	Develop, evolve and maintain a sustainable travel policy that encourages reduced travel demand and supports lower-emissions travel options where travel is required, with policy rollout followed by ongoing review.		
Support low-emissions commuting	Encourage lower-emissions commuting by supporting access to sustainable travel alternatives, helping colleagues make lower-carbon choices for journeys to work, including through the introduction of an EV salary sacrifice scheme and the development of initiatives to encourage car-sharing, public transport, EV and plug in hybrid use.		
Enable lower-carbon ways of working	Support hybrid working arrangements that reduce the need for daily commuting and help lower travel-related emissions, embedded into our wider ways of working.		

Pointed actions are ongoing

Boxed actions are planned

Early implementation and next steps

Our Transition Plan is delivered through existing governance, teams and business processes, with climate considerations embedded within day to day decision making and operational planning. Resources to support delivery are met through existing operational budgets, and specific investment decisions, such as renewable energy procurement and estate changes, are considered through our established business case and procurement processes. This proportionate approach reflects the nature of our business as a professional services firm. **[2.4a, 2.4b]**

Climate related factors are recognised as increasingly relevant to our financial position, performance and cash flows over time, and our disclosure will continue to develop alongside the wider Transition Plan. Consistent with the priority placed on reducing emissions across our operations and value chain, the potential role of carbon credits over the longer term will be kept under review as our approach develops and in line with recognised standards and good practice. **[2.4c, 4.4a, 4.4b, 4.4c]**

Our legal services

Alongside decarbonising our own operations, there is an opportunity to support the wider transition to a low-carbon, climate-resilient economy through the growth of climate-aligned legal services. This reflects both evolving client needs and our intention to use legal expertise, sector knowledge and influence to support transition outcomes beyond our direct operational footprint.

Our early approach focuses on embedding climate considerations into existing sector expertise, rather than creating standalone climate products. Elements of our approach to integrate climate considerations into sectoral expertise are outlined in the table to the right.

This framework is intended to evolve over time as internal capability, client demand and regulatory clarity develop.

Sector-led integration	Using existing sector teams as the primary route for applying climate considerations, recognising that climate risks, regulatory drivers and client needs vary significantly by sector.
Risk- and regulation-driven advisory	Supporting clients to respond to evolving climate-related regulation, disclosure requirements and risk expectations, particularly where requirements are developing, fragmented or uncertain.
Contractual and transactional application	Exploring how climate-related considerations can be reflected in contracts, transactions and advisory work, including risk allocation, resilience, compliance and transition-aligned objectives.
Horizon scanning and preparedness	Supporting clients to anticipate future regulatory and market developments, particularly where climate-related legislation may lag behind policy intent or investor and insurer expectations.

Sector-led application

The application of this framework is expected to be most effective where climate impacts are already shaping client needs. Our plans to apply this across sectors is outlined in the table to the right.

Sector	Climate Driver/Client Need	Application
Maritime	**Increased regulatory focus from the EU and IMO; exposure to physical risks affecting routes and logistics**	Advisory on emerging climate-related maritime regulation
		Support on contractual implications, liability and disputes linked to emissions requirements and climate-related disruption
		Legal input into contracts linked to alternative fuels and emissions-reduction strategies
Real Estate	**Climate impacts on insurability, financing and asset value; tighter building and energy efficiency standards**	Integration of climate considerations into transactional advice and risk policies
		Support on climate related disclosures and contractual provisions in leases and development agreements
		Advisory on resilience and retrofit obligations
Construction	**Increased exposure to extreme weather, supply chain disruption and evolving sustainability regulation; insurance and insolvency pressures**	Advisory on contractual risk allocation for climate related disruption and delays
		Guidance on compliance with sustainability and emissions standards
		Support for procurement and supply chain risk management
Finance	**Growing green finance and lending trends; increasing regulatory and disclosure expectations**	Legal support on climate related compliance and risk management
		Development and documentation of sustainability linked and green finance products
		Advice on climate aligned disclosures and governance
Health	**Decarbonisation targets influencing priorities; supply chain resilience and operational continuity risks**	Advice on governance, procurement and supply chain arrangements affected by climate impacts
		Support with resilience planning and compliance with sustainability objectives

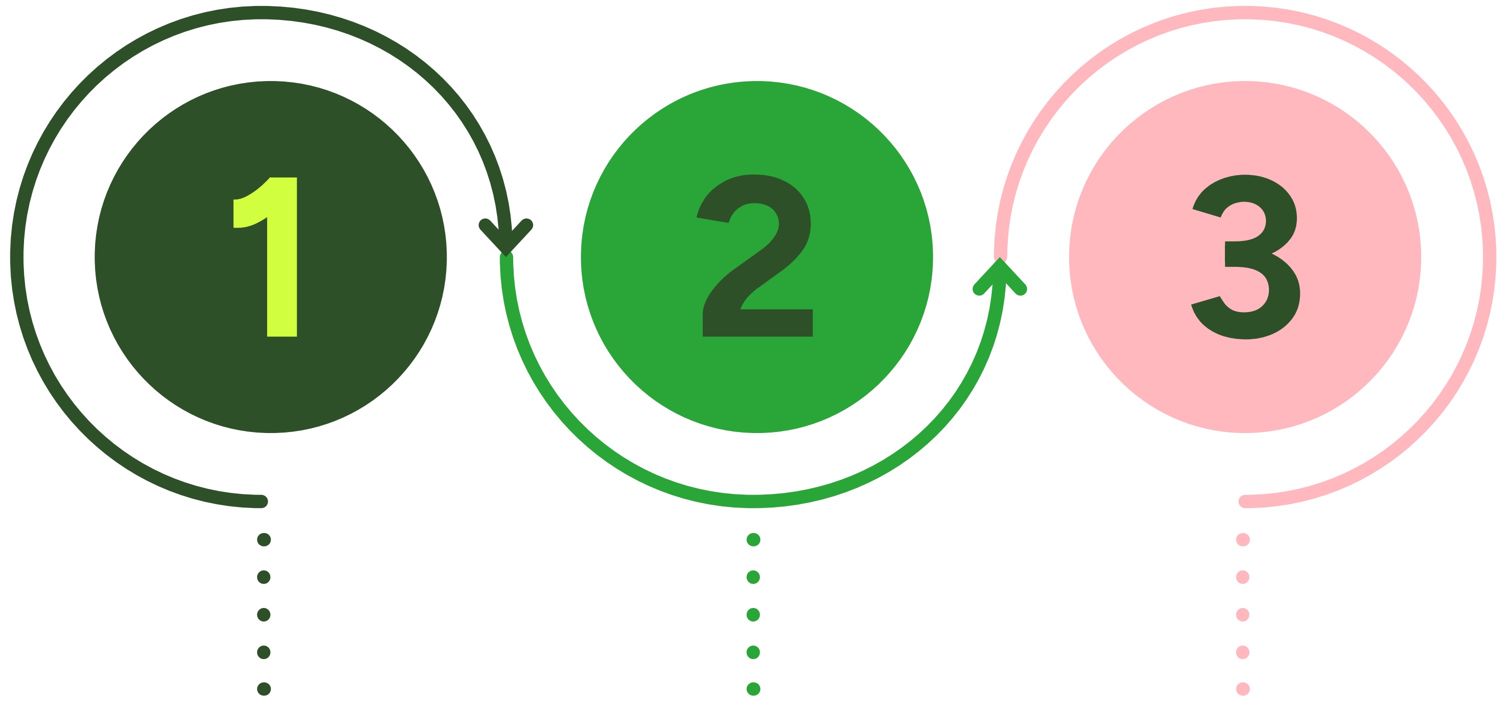
Early implementation and next steps

In the short term, the application of climate-aligned legal services is expected to be driven by ad-hoc and sector-specific application, informed by client demand and regulatory developments. Over the medium term, we expect this approach to become more structured and more easily repeated, supported by clearer internal frameworks, shared guidance and improved understanding of where climate considerations are most relevant across services.

The steps below are expected to strengthen the contribution of our services over time.

To support these next steps, we are taking steps to improve the visibility of climate-related legal work across sectors. In the early stages, we intend to identify the climate-aligned matters relevant to our clients, helping to build a clearer picture of where climate considerations arise within legal services and how they are being addressed. Over time, this insight is expected to inform internal guidance, capability-building and prioritisation, supporting a more consistent and repeatable application of climate considerations across sector-led legal work. **[2.2b]**

As this approach evolves, the integration of climate considerations into legal services will be informed by the risk and opportunity assessment work planned for the short and medium term. This will support clearer prioritisation across sectors and help align climate aligned legal services with the areas of greatest client risk, opportunity and transition relevance.



Develop clear internal guidance on when and how climate considerations may be relevant within sector-led legal work

Improve the visibility of climate-aligned matters to better understand the nature and scale of services being delivered

Build internal capability and confidence to support consistent application across priority sectors

Our engagement strategy

While operational actions play an important role in our transition plan, **the most significant sources of emissions sit within our value chain, particularly the goods and services we buy, and capital goods.** Supplier engagement is a core delivery lever within our transition plan, supporting progress against our near-term targets and longer-term net-zero ambition **[4.3d]**.

To support delivery, we have set an additional supplier engagement target: by 2032 we aim for 95% of suppliers to have a validated emissions reduction target [4.3c][2]. This will be used as an indicator of progress, recognising that improved supplier target setting and data maturity are important enablers of longer-term Scope 3 emissions reduction.

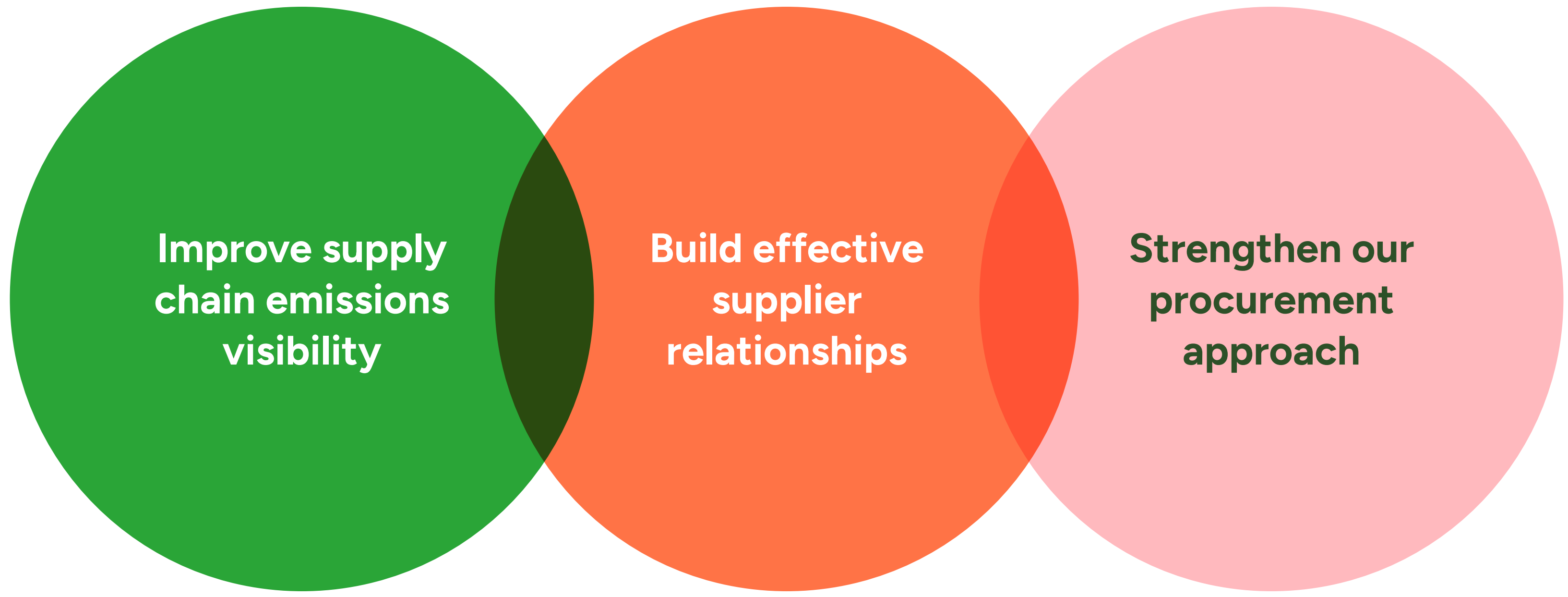
Engaging with our suppliers and other business partners

We take a collaborative approach to value chain decarbonisation. We recognise that it will take time for our suppliers and business partners to reduce their carbon emissions. We want to improve the quality of the data we have about our suppliers' emissions and set clear expectations that become more demanding over time, rather than enforcing immediate change through the terms we include in our contracts.

Our supply chain and procurement activity therefore focuses on improving supplier emissions data, engaging our suppliers to support progress and strengthening our procurement approach so that climate considerations are embedded in how we select, onboard and manage suppliers. Together, these levers are intended to support near-term transparency and capability-building, while enabling longer-term progress against our Scope 3 emissions reduction targets. **[2.1a(iii), 3.1d]**

The actions that follow set out how these levers are being applied in practice, and how we expect them to evolve over time.

Our procurement-focused levers



[2]Through the SBTi, SME Climate Hub or equivalent initiatives.

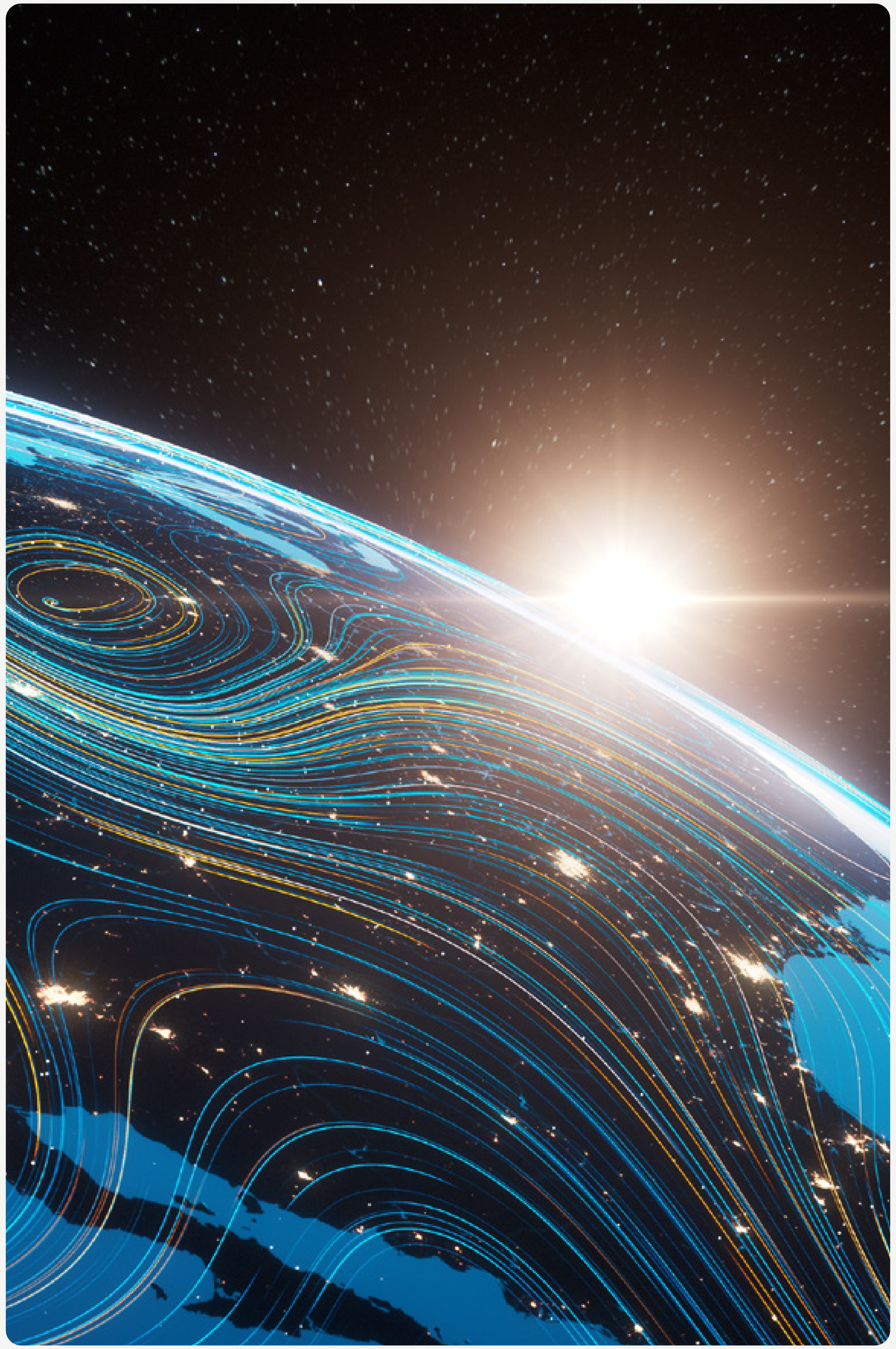
Planned Activity

The actions set out below focus on the **procurement-related levers within our control**, with priorities informed by materiality, data maturity and feasibility, and sequenced across the short, medium and longer term in line with our transition pathway. **[2.1a, 2.1c, 3.1b]**

	Short term – Understanding Build a consistent view of supplier emissions data, governance and readiness.	**Medium term – Aligning** Focus engagement on priority suppliers to improve data quality and target-setting.	**Long term – Embedding** Embed climate expectations into procurement decisions over time.
Improve supply chain emissions visibility	Map Tier 1 and Tier 2 suppliers and prioritise suppliers representing the majority of spend for enhanced data collection (ongoing)	Increase the proportion of supplier-specific emissions data used in Scope 3 calculations, with a target of reaching 30% coverage for Categories 1 and 2. (planned)	
Build effective supplier relationships	Share knowledge and practical learning with suppliers seeking to improve their environmental maturity, including support on target-setting, reporting processes and action planning. (ongoing)	Focus engagement on our most material suppliers, building on existing commitments and clarifying future expectations. (planned)	
Strenghthen our procurment approach	Update supplier onboarding questionnaires to reflect climate-related best practice and information requirements. (ongoing) Embed climate-related criteria into purchasing terms and procurement decisions, informed by supplier classification (for example, aligned, transitioning or misaligned). (ongoing)	Require suppliers to commit to science-based targets or an equivalent pathway. (planned)	

Pointed actions are ongoing

Boxed actions are planned



Foundations already in place

We have established a structured framework for supplier engagement, supported by formal policy, onboarding processes and engagement tools. All suppliers complete a third party information request covering environmental governance, emissions measurement across all scopes, details of their carbon reduction targets and net zero commitments. This provides a consistent baseline for understanding the maturity of supplier emissions measurement and identifying priority areas for engagement.

These foundations are supported by our Sustainable Procurement Policy, which embeds climate considerations into procurement decisions and supplier relationships (see Governance section).

Targeted Engagement with Priority Suppliers

Building on these foundations, **we focus engagement on the suppliers that represent the largest share of procurement spend and contribution to our Scope 3 emissions.** Engagement is guided by a structured discussion guide, illustrated on the right, supporting consistent conversations on emissions data, progress, barriers and timelines. **[3.1a, 3.1b]**

Where appropriate, we will introduce light-touch support, including guidance on target-setting, reporting expectations and access to external resources. Engagement outcomes will be recorded and followed up to support ongoing progress.

SBTi alignment	Existence of science-based emissions reduction target through the Science Based Target initiative or an equivalent pathway such as the SME Climate Hub
Progress	Their current stage of progress, from emissions data preparation to target implementation
Barriers	Barriers to progress, including data availability, capacity, guidance and/or cost constraints
Timelines	Indicative timelines for setting or submitting emissions reduction targets

Escalation and Procurement Decision-making

Supplier engagement is intended to be constructive and proportionate. Where engagement does not lead to sufficient progress over time, **we apply a gradual escalation approach to maintain alignment between our climate commitments, transition plan and procurement practices.**

The visual below sets out this approach and how engagement strengthens over time, from initial engagement through to procurement decision making. **[3.1c]**

Stage 1

Engagement and evidence gathering

Priority suppliers are engaged using our Supplier Engagement Script to assess emissions maturity, progress, barriers and timelines, supporting improvements in Scope 3 data quality and transparency.

Stage 2

Increased expectations and follow-up

Where progress or timelines remain unclear, engagement is intensified through clearer articulation of expectations and more focused follow-up discussions to address barriers and support progress towards alignment with our net-zero pathway.

Stage 3

Link to procurement decisions

Where sustained engagement does not lead to sufficient progress, this is reflected in procurement decisions, in line with our Sustainable Procurement Policy, balancing alignment with climate objectives alongside cost, quality and risk.

Engagement with industry

In addition to reducing emissions within our own operations and value chain, our transition plan recognises the importance of contributing to the wider, system wide transition across the legal sector. As a legal services provider, our influence is exercised primarily through collaboration, shared learning, and the integration of climate considerations into professional practice, rather than through direct policy advocacy or lobbying.

Our engagement with industry bodies and peer networks supports delivery of our transition plan by strengthening internal capability, improving regulatory preparedness, and informing the development of our own policies and practices as expectations continue to evolve.

Key industry initiatives

We engage with **industry-led initiatives to support knowledge-sharing and alignment with emerging good practice**, participating as members where that is an option, contributing to shared learning and drawing on collective insight to inform how we work. **[3.2a]**

Engagement with these initiatives is prioritised based on their relevance to our business and operations, and their ability to support progress towards our transition objectives. **[3.2b]**

We are actively engaged with initiatives that are particularly relevant to our sector and support practical implementation.

net zero lawyers alliance

A global coalition of law firms committed to supporting the transition to net zero through their operations and legal services. Participation in the NZLA provides a forum for sharing insight on transition planning, disclosure expectations, and the practical implications of climate regulation for the legal sector.

LSA

A UK-focused initiative supporting law firms in improving environmental performance and reducing operational and value-chain emissions. Engagement through the LSA supports benchmarking, peer learning, and the development of practical tools relevant to legal services.

The Chancery Lane Project

A collaborative initiative focused on developing and sharing practical legal tools and clauses that support the transition to a low-carbon economy. Engagement supports shared learning and the integration of climate considerations into legal practice, rather than policy advocacy.

We also participate in a wider set of cross-sector initiatives that support our broader approach to responsible business and climate action.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

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2025

Industry Engagement and Transition Plan Delivery

Engagement with industry bodies supports our transition plan in several ways, outlined to the right. **[3.2c]**

Looking ahead

Looking ahead, industry engagement will remain focused on practical implementation and shared learning rather than advocacy. Participation in sector initiatives will inform the development of internal policies, tools and professional practice, including supplier engagement, sustainable procurement and the integration of climate considerations into legal services.

Insights gained through collaboration will support the priorities set out in Section 2, strengthening internal capability, anticipating evolving expectations and supporting the firm's response to opportunities linked to climate-related legal services, while remaining aligned with our transition pathway and net-zero commitments.

Engagement with civil society

Most of Hill Dickinson's climate engagement with civil society, public sector organisations and community initiatives is delivered through the Hill Dickinson Foundation (the Foundation), which provides a structured and values-led mechanism for supporting initiatives aligned with the firm's Strategic Ambition. While the Foundation is not intended to function as a primary decarbonisation lever, it provides an important mechanism through which the firm can contribute to wider societal transition objectives and demonstrate how climate considerations can be embedded in public and community-focused initiatives.

In addition, we recognise the role that larger partnerships could play in supporting community engagement on the climate transition over time. These relationships may provide opportunities to foster dialogue on sustainability, shared learning and community focused initiatives, particularly in Liverpool where the firm has a longstanding presence. This focus would complement the Foundation's activities by helping to link climate considerations with local social value and civic engagement.

Building internal capability	Industry forums provide insight into emerging good practice, regulatory developments, and implementation challenges specific to the legal profession, supporting internal learning and building climate skills and capacity, with further detail set out in the Governance section
Informing policy and process development	Shared learning through industry initiatives informs the ongoing development of our internal policies and approaches, including sustainable procurement, supplier engagement, and responsible business practices.
Improving regulatory and disclosure preparedness	Engagement with industry initiatives supports understanding of how climate related risks, transition planning, and disclosure expectations are evolving, helping ensure our transition plan and related disclosures remain aligned with best practice.
Supporting integration into legal services	Industry collaboration helps inform how climate considerations are integrated into legal advice and professional practice, particularly for clients operating in transition exposed or regulated sectors.

Engagement supported by the foundation are prioritised where they:

- Deliver clear social value, particularly in areas such as health, wellbeing, and support for vulnerable groups;
- Demonstrate embedded environmental benefits, including carbon reduction, pollution prevention, circular economy practices or nature-based solutions.
- Align with wider public-sector sustainability objectives and community needs at a local or regional level.

Great Ormond Street Hospital (GOSH) Project

An example of engagement delivered through the Hill Dickinson Foundation (The Foundation) is the Foundation's support for the GOSH Children's Cancer Centre redevelopment project. This represents engagement with the public health sector, charitable partners and the wider community.

The Cancer Centre brings together all children's cancer services under one roof, improving the treatment experience for children and families while embedding sustainability principles into its design and construction. Through a £25,000 contribution, the Foundation is supporting the creation of specialist infusion bays within the Cancer Day Care Unit.

The project demonstrates how Foundation-supported engagement can deliver integrated social and environmental outcomes, including:

- Improved public health and wellbeing through thoughtfully designed treatment spaces;
- Green infrastructure, including roof gardens and planting to support biodiversity and improve air quality;
- Application of circular economy principles, with a high proportion of construction materials recycled or re-used;
- Carbon reduction measures resulting in a lower-emissions building compared to a conventional equivalent; and
- Local pollution reduction associated with wider public-realm changes around the site.

Learning from this engagement is informing how the Foundation assesses future initiatives, with greater emphasis on projects that integrate sustainability alongside core social objectives.

Contributions to Transition Plan Delivery

Engagement delivered through the Hill Dickinson Foundation contributes to the firm's Strategic Ambition in several complementary ways.

Demonstrating the co-benefits of climate-aligned action	Showing how environmental measures such as carbon reduction, improved air quality and resource efficiency can be integrated into socially critical public-sector and charitable projects.
Supporting community resilience and public health	Reinforcing the link between climate action, wellbeing and social value, particularly in partnership with trusted civil society and public-sector organisations.
Informing future engagement priorities	Using learning from projects such as the GOSH Children's Cancer Centre to identify the types of initiatives where the Foundation can have the greatest combined social and environmental impact.
Strengthening stakeholder credibility and trust	Evidencing tangible, real-world outcomes that complement Hill Dickinson's operational transition planning and voluntary environmental disclosures.

Our approach to climate governance

How we guide and oversee our climate transition

Climate governance shapes how we plan for and respond to risks and opportunities that matter to our people, our clients and our business. Good governance ensures we can make decisions with clarity and confidence.

Good governance starts with clear ownership. **The LLP Board holds ultimate accountability for climate related issues, with oversight exercised through the Responsible Business Executive (RBE)**. The RBE brings together representation from the Board, the Executive and the Partnership and provides joined up oversight of the firm's responsible business priorities across Planet, People, Community and Clients. **[5.2a, 5.2c]**

The **RBE meets monthly and, through its mandate under the Planet pillar, provides direction to our climate action.** This mandate is formalised through **the RBE's Terms of Reference, which set out responsibilities for overseeing environmental strategy, delivery and progress [5.1b]**. Its oversight responsibilities cover our environmental policies, commitments, progress against science-based targets and climate-related risks and opportunities.

The RBE also provides formal approval and oversight of the Climate Transition Plan [5.1a, 5.1f, 5.2b]. In overseeing the Plan, the RBE considers how transition priorities inform the firm's wider strategy, alignment with risk management and key business decisions, including the consideration of trade offs associated with the transition. **[5.1e]**

Both the LLP Board and the Executive Board receive monthly updates on progress towards climate targets, climate-related risks and opportunities, and the resources needed to support environmental priorities. This ensures climate considerations are reflected in executive decision making and longer-term strategic planning. **[5.1d]**

The **RBE is supported by our Sustainability Reporting Taskforce and by our Risk and Compliance function**, who help coordinate data, assess climate risks, maintain controls and prepare disclosures aligned with recognised frameworks. **[5.2b, 5.2d]**

Monitoring progress and reporting

Our Sustainability Reporting Taskforce (SRT) ensures maximum transparency and good governance across all sustainability pillars. **Acting as a central point for coordinating our sustainability data, it brings key teams together to capture environmental data, track progress and prepare disclosures. [4.1d]**

The SRT also supports in monitoring **progress and informing decision-making. Our environmental performance is reviewed throughout the year and consolidated through our annual disclosures, including our CDP response and internal KPIs published through the Impact Report, which includes supporting analysis to explain year-on-year changes in our emissions footprint. The Board receives twice-yearly updates on ESG performance, including progress against our science-based targets, emissions data and key environmental initiatives. [4.1d, 4.1e, 4.3j, 5.2b, 5.2d]**

To support transparency and comparability, we align our environmental reporting with recognised frameworks including TCFD, SECR, ESOS, GRI, PPN 006 and the TPT Disclosure Framework. This helps ensure our disclosures meet regulatory expectations, respond to client needs and provide a clear, consistent view of progress over time. **[1.1c]**

The policies and conditions guiding our approach

To support the delivery of our Transition Plan, we rely on existing and evolving policies and conditions that shape decision-making across our operations and business activities. **[2.3a-i]**

Environmental Policy

Guides energy use, renewable energy procurement and estate decisions.

Sustainable Procurement Policy

Our Sustainable Procurement Policy embeds environmental considerations into procurement decisions and commits us to fostering transparent, sustainable supplier relationships that support our net-zero ambition. The policy explicitly recognises sustainable procurement as a driver of responsible growth and continuous improvement.

These policies provide guiding controls for supporting the delivery of our Transition Plan, shaping decision-making on energy, estate and procurement practices. They help embed emissions considerations into everyday decisions and will continue to evolve over time to support alignment with the Transition Plan's priorities and milestones. **[2.3b]**

Integration into risk management and business continuity

Climate considerations are built into our firm-wide risk management approach through close collaboration between the RBE and our Risk and Compliance function. Our Climate Transition Plan forms part of the wider process for identifying, assessing and escalating climate-related risks across the business.

Our climate-related risks and opportunities align with **our wider risk framework and inform discussions on Risk Registers, business continuity and strategic planning.** This supports the early identification of physical risks, such as the possible impacts of extreme weather, as well as transition risks linked to regulation, market change and evolving client expectations. [5.2d]

Our business continuity planning, supported by our ISO 14001 Environmental Management System, as well as our Central Management System, cover climate considerations. This allows us to manage environmental performance, maintain compliance and plan for both short term disruption and longer-term resilience. [5.2d]

To support effective oversight and reliability of information disclosed, we continue to strengthen controls around climate related data and reporting, including through improved emissions modelling, data assurance and supplier engagement. [5.2d]

This approach will continue to develop as our understanding of climate-related physical and transition risks matures and is further embedded within our firm-wide risk management processes.

Building climate skills and capability

Delivering our climate ambitions is a collective effort, underpinned by the skills and confidence of our colleagues. This includes building shared understanding across the firm, supporting deeper expertise in key areas and strengthening leadership oversight.

We build capability through regular, structured learning, including **monthly assessed mandatory climate literacy training.** Our colleagues also **have access to a broader climate learning offer, including role-specific training and in-person workshops. To date, around 200 colleagues have completed role-specific climate training, supporting the practical application of climate considerations in day-to-day roles. [5.5c]**

Training is guided by an evolving programme that builds from climate fundamentals to technical areas such as carbon accounting, targets and transition pathways. **Learning priorities are reviewed regularly and are used to assess whether the firm has the skills and competencies needed to deliver its climate transition commitments. Where gaps are identified, these are addressed through role relevant learning and targeted workshops [5.1c, 5.1b, 5.5a].**

We also draw on specialist expertise. The Planet pillar is supported by subject matter expertise on climate and environmental risk, and the Sustainability Reporting Taskforce brings together colleagues with strengths in data, reporting and regulatory developments. **Senior leaders and the Board are supported through tailored briefings and workshops, providing the knowledge needed** to oversee progress, risks and delivery over time. [5.5c]

Building climate capability: case study

Building climate literacy is a core enabler of our Climate Transition Plan and a long-term investment in our people. As our transition journey progresses, we are focused on equipping colleagues with the knowledge, confidence and practical understanding they need not only to support delivery at Hill Dickinson, but also to make informed, sustainable choices in their lives beyond work.

Our partnership with AXA Climate School will continue to provide mandatory monthly climate literacy training for all colleagues, alongside evolving role-specific learning. This forward-looking programme is designed to deepen understanding over time, moving from climate fundamentals to more applied topics, and to support colleagues in translating knowledge into everyday decisions, whether at work, at home or in their communities.

By embedding climate learning as an ongoing journey rather than a one-off intervention, we aim to build lasting capability, foster shared responsibility and extend the positive influence of our Transition Plan well beyond our direct operations.

Values, stewardship and everyday practice

Our values and sense of stewardship shape how our environmental commitments show up in day to day practice. We focus on building shared understanding, so colleagues are clear on our environmental priorities and feel able to contribute in meaningful and practical ways. **This is supported through shared learning programmes, clear communication and recognition of individual contributions that support environmental progress. [5.3a, 5.3b]**

Our Responsible Business pillars provide a clear framework that helps colleagues connect their work to our wider responsible business commitments, including our environmental goals. We keep **colleagues informed through responsible business updates on progress and priorities, and recognise contributions to environmental progress across** operational improvements, responsible business activity or client work with a sustainability focus. [5.3b]

Remuneration and performance evaluation

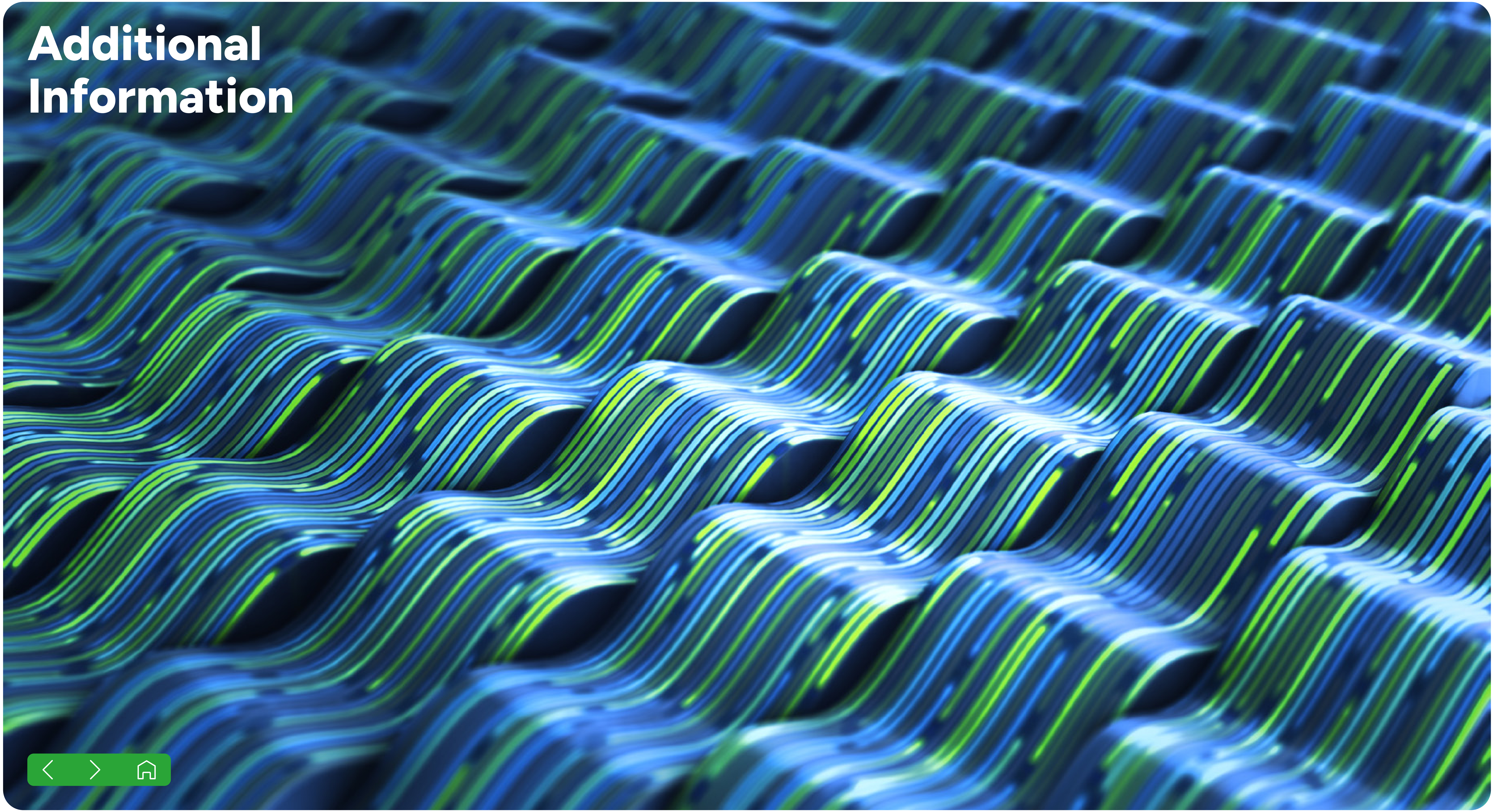
Governance and performance evaluation play an important role in supporting our climate transition ambitions, particularly by reinforcing accountability and a long term focus. We reflect climate considerations through performance management, capability expectations and responsible business objectives within goal setting and performance evaluation.

While climate related metrics have not yet been formalised within short term or long term incentive plans, we have established indirect links through our performance framework. Completion of mandatory training, including climate related learning, is required in order to be considered for bonuses, and annual performance objectives are aligned to the firm's Responsible Business pillars, which may include sustainability related considerations where appropriate . Taken together, this supports our climate commitments and helps lay the groundwork for any future performance based incentives linked directly to environmental outcomes. [5.4a]

Our approach to remuneration and performance evaluation is intended to support the ambition of our Transition. Currently, our expectations relating to climate capability are applied consistently through firm wide requirements, with more specific responsibilities reflected through role relevant objectives where appropriate.

We will continue to **review how performance evaluation and incentives can best support its implementation and whether a differentiated approach is needed for particular roles or teams as our transition activities mature. [5.4b]**

Additional Information



Appendix A: Climate Metrics

Measurement Approach

Progress towards our near-term and long-term targets is monitored through the annual measurement of our greenhouse gas emissions (Scopes 1, 2 and relevant Scope 3 categories[3]).

Emissions are measured in line with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and supplementary Corporate Value Chain (Scope 3) Standards, using a combination of primary activity data where available (e.g., energy use, travel), and secondary or spend-based estimates where primary data is not yet available.

Scope 2 emissions are reported using a market-based approach, consistent with external reporting and target-setting. This appendix presents emissions data only; further detail on target setting and governance is provided in the main body.

Information on our emissions performance, targets, methodology and supporting analysis is published annually through a range of external disclosures [4.3k], including our annual Impact Report and CDP disclosure. See our Responsible Business Report.

Statement of Assurance

Ecologi has undertaken a validation of Hill Dickinson's greenhouse gas emissions inventory prepared in accordance with the GHG Protocol Corporate Standard. As Ecologi was involved in the preparation of the inventory, this work does not constitute independent assurance under ISAE 3000.

The validation consisted of a review of calculation methodologies, emission factors, and data inputs for internal consistency.

Nothing came to our attention during this validation to indicate that the inventory has not been prepared in line with the stated methodology or is materially mis-stated.

02/07/2026

[3] Scope 3 categories included in our targets and reporting reflect those assessed as material and relevant to our business model; category coverage and any exclusions are reviewed periodically as data quality improve **[4.1c, 4.1d, 4.1e, 4.3h]**

Greenhouse gas emissions summary

Table 1: GHG emissions (tCO2e) by Scope **[4.3l]**

Scope category	Scope subcategory	2023	2024	2025
Scope 1	Stationary combustion of fuels	298.32	148.03	134.03
	Mobile combustion of fuels	293.45	286.15	277.41
	Fugitive emissions	37.01	76.69	0.51
Scope 2	Electricity (market-based)	327.46	271.15	150.42
Scope 3	Purchased goods & services	3,395.67	3,529.19	4,182.73
	Capital goods	2.25	6.74	112.61
	Fuel and energy related activities	231.53	190.75	183.79
	Upstream transport & distribution	0.00	0.00	16.04
	Waste generated in operations	9.34	5.21	6.90
	Business travel	534.80	559.82	625.95
	Employee commuting	675.23	570.63	724.31
Total Scope 1 & 2 Emissions (Market-based) (tCO2e)		956.24	782.02	562.36
Total Scope 3 Emissions (Market-based) (tCO2e)		4,848.81	4,862.33	5,852.33
Total Emissions (Market-based) (tCO2e)		**5,805.05**	**5,644.35**	**6,414.69**

Appendix B: TPT Disclosure Framework Alignment Table

This table maps the recommended sub-elements of the Transition Plan Taskforce (TPT) Disclosure Framework (October 2023) to the corresponding sections of Hill Dickinson's Climate Transition Plan, supporting transparency and comparability with recognised reporting frameworks.

Page references correspond to the Climate Transition Plan document. Where a sub-element is not currently disclosed, this is noted and will be reviewed as our Transition Plan continues to evolve.

TPT Principles	Disclosure Recommendations	Where they can be found
1. Foundations	1.1 Strategic Ambition	• Transition Plan at a glance – Our targets for operations and the supply chain (p.3) • Transition Plan at a glance – Our legal services (p.4) • Our purpose and strategic ambition – Our ambition (p.5) • Our purpose and strategic ambition – Creating a strategic and rounded climate transition plan (p.5) • Our purpose and strategic ambition – Strategic objectives and delivery priorities (p.6)
	1.2 Business model and value chain	• Our purpose and strategic ambition – About Hill Dickinson (p.5) • Our purpose and strategic ambition – Strategic objectives and delivery priorities (p.6) • Our approach to decarbonising our operations and value chain – Our operations (p.12) • Our approach to decarbonising our operations and value chain – Our legal services (p.15)
	1.3 Key assumptions and external factors	• Our purpose and strategic ambition – External factors and considerations for implementation (p.7) • Our purpose and strategic ambition – Enhancing our climate resilience (p.9) • Our purpose and strategic ambition – Other areas of impact (p.10)
2. Implementation Strategy	2.1 Business operations	• Transition Plan at a glance – Our targets for operations and the supply chain (p.3) • Our approach to decarbonising our operations and value chain – Our operations (p.12)
	2.2 Products and services	• Transition Plan at a glance – Our legal services (p.4) • Our purpose and strategic ambition – Legal advice for a lower-carbon and more resilient future (p.8) • Our approach to decarbonising our operations and value chain – Our legal services (p.15) • Our approach to decarbonising our operations and value chain – Early implementation and next steps (p.16)
	2.3 Policies and conditions	• Our approach to climate governance – The policies and conditions guiding our approach (p.27) • Our engagement strategy – Engaging with our suppliers and other business partners (p.18)
	2.4 Financial planning	• Our approach to decarbonising our operations and value chain – Early implementation and next steps (p.15)
3. Engagement Strategy	3.1 Engagement with value chain	• Our engagement strategy – Engaging with our suppliers and other business partners (p.18) • Our engagement strategy – Engaging with our suppliers and other business partners – Targeted Engagement with Priority Suppliers (p.18) • Our engagement strategy – Engaging with our suppliers and other business partners – Escalation and Procurement Decision-making (p.18)
	3.2 Engagement with industry	• Our engagement strategy – Engagement with industry (p.21) • Our engagement strategy – Engagement with industry – Industry Engagement and Transition Plan Delivery (p.21)
	3.3 Engagement with government, public sector, communities, and civil society	• Our engagement strategy – Engagement with civil society (p.23) • Our engagement strategy – Engagement with civil society – Great Ormond Street Hospital (GOSH) Project (p.23) • Our engagement strategy – Engagement with civil society – Contributions to Transition Plan Delivery (p.23)

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TPT Principles	Disclosure Recommendations	Where they can be found
4. Metrics & Targets	**4.1 Governance, business and operational metrics and targets**	• Our approach to climate governance – Monitoring progress and reporting (p.27) • Additional Information – Appendix A: Climate Metrics (p.30)
	4.2 Financial metrics and targets	• Not currently disclosed
	4.3 GHG emissions metrics and targets	• Transition Plan at a glance – Our targets for operations and the supply chain (p.3) • Our engagement strategy – Engaging with our suppliers and other business partners (p.18) • Our approach to climate governance – Monitoring progress and reporting (p.27) • Additional Information – Appendix A: Climate Metrics – Measurement Approach (p.30) • Additional Information – Appendix A: Climate Metrics – Greenhouse gas emissions summary (p.30)
	4.4 Carbon credits	• Our approach to decarbonising our operations and value chain – Early implementation and next steps (p.15)
5. Governance	**5.1 Board oversight and reporting**	• Our approach to climate governance – How we guide and oversee our climate transition (p.26) • Our approach to climate governance – Building climate skills and capability (p.28)
	5.2 Management roles, responsibility and accountability	• Our approach to climate governance – How we guide and oversee our climate transition (p.26) • Our approach to climate governance – Monitoring progress and reporting (p.27) • Our approach to climate governance – Integration into risk management and business continuity (p.28)
	5.3 Culture	• Our approach to climate governance – Values, stewardship and everyday practice (p.29)
	5.4 Incentives and remuneration	• Our approach to climate governance – Remuneration and performance evaluation (p.29)
	5.5 Skills, competencies and training	• Our approach to climate governance – Building climate skills and capability (p.28)

Thank you

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