An aerial photograph of a golf course at sunset. The sun is low on the horizon, casting a warm, golden glow over the scene. A winding water feature, possibly a stream or a series of connected ponds, meanders through the lush green grass of the golf course. The water reflects the bright light of the setting sun. In the background, a dense forest of trees is visible, their colors beginning to change with the season. The overall atmosphere is peaceful and scenic.

**Responsible Business
Report 2025**

Hill Dickinson

Contents

- Welcome 3
- A note from the Responsible Business Chair 4
- Sustainability governance 5
- Our approach to professional integrity 6
- Sustainability Reporting Taskforce 7
- Stakeholder engagement and materiality analysis 8
- Our clients 10
- Our people 13
- Our communities 17
- Our planet 20
- Moving forwards 24
- Our accreditations 25
- Appendix 26



Welcome

In my 15 years with Hill Dickinson, I've been fortunate to witness and play a part in its incredible growth journey, undertaking decisions that have transformed the firm.

In this time, we have grown from a predominantly North West law firm, into a truly national firm with international capabilities, supporting over 1,000 colleagues and thousands of clients.

As we grow and welcome new members of the business, enter new regions and markets and engage with new clients and partners, it is imperative that we continue to do so in a manner that uplifts our people, our communities, our clients and respects planetary boundaries. We must do so in a way that enables us to build a fairer future for all, taking account of the impact we have as a firm and the wider role we have to play in society.

With the development of our firmwide responsible business strategy, we are able to go further, faster, recognising the interconnectedness of social and environmental sustainability.

This is about understanding and limiting the impact we have on the environment around us, all while championing diversity and equality, providing industry leading advice to our clients, and nurturing relationships with the communities we're proud to be a part of.

The aim of this report is to understand the challenges we may face on our journey in becoming a more responsible business, and how we can navigate them. We know that progress is by no means linear, however, by assessing our current impact and understanding where we can affect the most change, we are being proactive in continually improving as a firm.

We do this because we recognise - and cherish - our duty to operate as more than a legal service provider. We are trusted partners to clients.

We are a home for talented people to thrive within. We are active supporters of the local communities we operate in. We are custodians of our environment.

I am immensely proud of the progress we have already made in ensuring we become a more responsible, future-proofed business, and I am energised about the impact we can continue to have as we learn more about our impact and evolve our firmwide strategy over the coming years.



Thank you.

Craig Scott
CEO
Hill Dickinson

craig.scott@hilldickinson.com

A note from the Responsible Business Chair

At Hill Dickinson, we are committed to having a more positive impact on our people, the clients we work with, the communities in which we operate, all while respecting the constraints of our planet.

In building a firm that can produce sustainable growth in the long-term, we need to recognise, assess and actively work to drive forward meaningful action. This isn't just about the services we directly provide, but about creating fairer futures for all by understanding the true scale of our impact and taking action accordingly.

I am proud to say that we are now well on our way to addressing this. By bringing together our diversity, inclusion and wellbeing initiatives, our community outreach and engagement, our client support, and our efforts to reduce our environmental impact, we're beginning to respond to the closely connected nature of these different challenges.

With our Responsible Business Executive now leading the way, we can ensure that our business leadership are invested in this journey and hold ultimate responsibility for our firmwide progress.

This report highlights the journey we have undertaken to understand our impact as a business. In doing so, we must recognise the interconnected and dynamic nature of sustainability issues, with the need to continually learn and adapt to them.

However, we can also celebrate the successes we have already made as a firm; working towards greater gender parity, particularly at leadership levels, partnering with local charities, building on our school outreach programme, and working towards our long-term target of achieving net zero by 2045.

In continuing this mission, we have set ambitious targets across our four key pillars aligned with global sustainability standards.

This has been informed through engaging with our stakeholders, consultation and benchmarking, allowing us to assess where we currently are, and set bold but realistic targets. We recognise that the evolving regulatory environment means many of this is now a requirement for organisations of our size, though we endeavour to go above and beyond these.

We will continually assess and measure progress made against each target, while driving forward the initiatives and provisions under each pillar to ensure the firm evolves with the changing demands we face.

Having worked at Hill Dickinson for the last ten years, I've always been passionate about ensuring our firm makes a lasting positive impact. And now, as the chair of our Responsible Business Executive, it's this passion that will inform our collective work. We've already made great strides in creating a meaningful legacy for our firm, and I look forward to meeting these challenges head on.



Iain Johnston
Non-executive director and
Chair of the Responsible
Business Executive
Hill Dickinson

iain.johnston@hilldickinson.com

Sustainability governance

To better reflect our values and enhance our impact, we have brought our sustainability efforts in equality, diversity, inclusion, community engagement, environmental stewardship and client sustainability together under one, unified governance structure – our Responsible Business Executive.

This structure allows us to work more effectively, ensure good governance and leadership input, share our successes more clearly and build a stronger foundation for a positive future.

Our Responsible Business Executive is organised around four key pillars:

People

We're building a workplace where everyone feels valued, respected and empowered to thrive. Through our diversity and inclusion programmes and wellbeing initiatives, we're fostering a culture of belonging and growth.

Community

We're committed to making a positive social impact in the places we call home. Through active community engagement, volunteering and fundraising, our Hill Dickinson Foundation and pro bono work, we're contributing to the wellbeing of our communities. To find out more about our commitment to supporting our communities, read our Social Value and Sustainability report.

Planet

We're taking meaningful steps toward environmental sustainability, including committing to reaching net zero by 2045, setting science-based carbon reduction targets through the Science-Based Target Initiatives (SBTi) to reduce our scope 1 and 2 emissions by 55% and our scope 3 emissions by 33% by 2033 and investing in monthly, mandatory climate literacy training for all our colleagues. To find out more about our progress in this area, read our Environmental Impact Report and our Carbon Reduction Plan.

Clients

We're focused on building sustainable client relationships and providing advice that supports our clients' own positive impact. We're dedicated to helping our clients succeed responsibly.

Our approach to professional integrity



We are firm believers that you can't fix what you can't measure. That's why we've created our Sustainability Reporting Taskforce (SRT), which sits alongside our Responsible Business Executive.

The SRT acts as a central point for coordination and dissemination of sustainability data and is accountable for all required reporting and disclosure obligations, as well as continued tracking of all targets in support of our responsible business agenda.

Our robust reporting framework means that we can provide consistent and transparent data to meet these obligations. However, this goes beyond simply working to report – our focus is reporting on the work we're doing to best track our progress and impact.

To effectively benchmark ourselves, we have aligned our reporting to global standards, such as the Global Reporting Initiative (GRI), which we use to measure our progress and work to deliver against our targets.

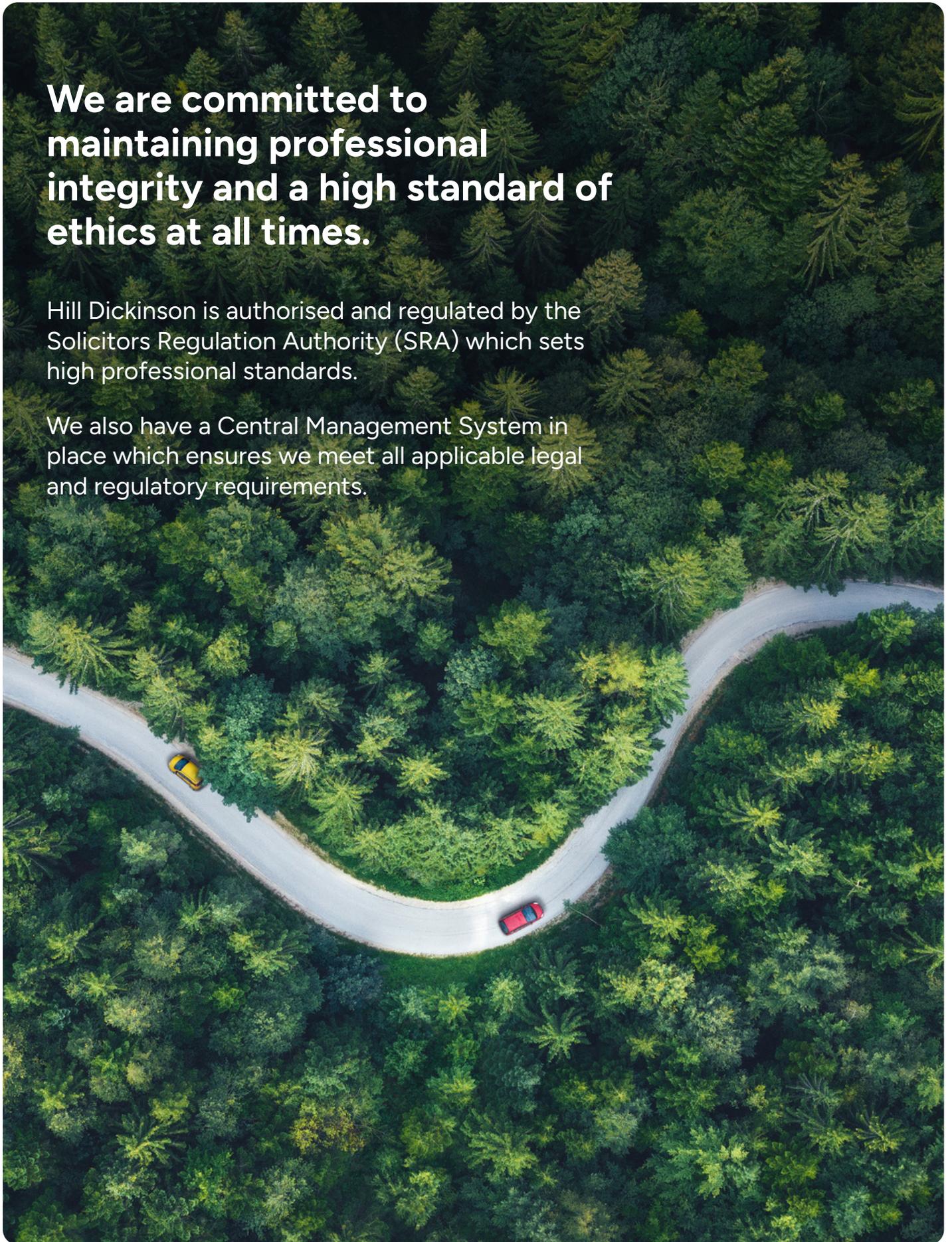
The SRT is comprised of members from across the firm, allowing us to ensure connectivity and consistency in how we measure and manage material issues.

By understanding where we currently are, we're not only working to reach our targets, but can gain valuable insight into further areas for improvement. We recognise that accountability is key to being a more responsible business, and we intend to focus on continually improving our methods of capturing accurate sustainability data across each pillar.

We are committed to maintaining professional integrity and a high standard of ethics at all times.

Hill Dickinson is authorised and regulated by the Solicitors Regulation Authority (SRA) which sets high professional standards.

We also have a Central Management System in place which ensures we meet all applicable legal and regulatory requirements.



Stakeholder engagement and materiality analysis

In 2024, we conducted our first double materiality assessment to better understand which sustainability issues were of the highest priority to our stakeholders and to our business.

This considered both the impact that our business has on the environment and social indicators (providing an inside-out perspective), as well as how these factors influence our business (an outside-in perspective).

We selected sustainability indicators by applying the standards as defined by the Global Reporting Initiative (GRI), which we combined with our own interpretation of the material issues to create a list of 15 indicators of material importance.

Once we'd further explored these indicators, we issued a survey to collect quantitative and qualitative data across a wide range of key stakeholders, including colleagues, clients, suppliers, members of the community and charity partners.

The result

We received responses from approximately 40% of colleagues and 11 representatives from our supply chain and local community. We also conducted qualitative interviews with several key clients, ensuring their views and priorities were reflected in our materiality assessment.

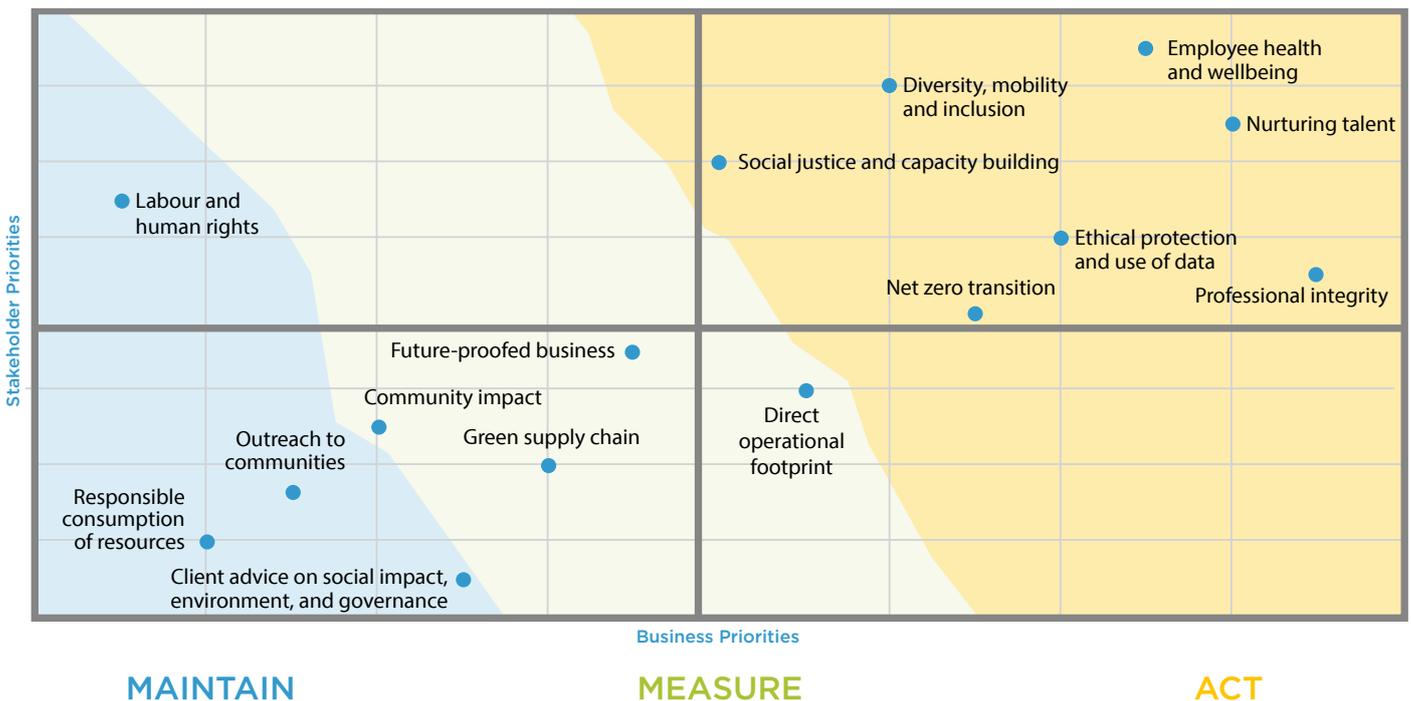
We then analysed this data to create a double materiality matrix of the identified indicators. In addition to scaling the indicators in terms of priority, we also included three levels of analysis: maintain, measure and act. This was to recognise the need to maintain a base level of integrity and baseline data while focusing on targets and improvement across top-rated indicators.

While all 15 indicators are important for any responsible business, we identified seven indicators as being of particularly high priority to our stakeholders:

- Employee health and wellbeing
- Nurturing talent
- Diversity, mobility and inclusion
- Professional integrity
- Social justice and capacity building
- Ethical protection and use of data
- Net zero transition

These priority areas have helped to inform our four pillars, ensuring each is aligned with the priorities of our key stakeholders.

Materiality matrix



Stakeholder engagement and materiality analysis

Alignment with Sustainable Development Goals

As signatories to the UN Global Compact since 2017, we have consistently aligned our business with the 10 principles of human rights, labour, environment and anti-corruption. We have also aligned our practices with the UN's Sustainable Development Goals (SDGs).

The SDGs are designed to recognise the interconnected nature of global challenges, and to create a framework for all to follow to pursue peace and prosperity.

Of the 17 SDGs, we have narrowed our focus to the following six, which closest align with our key sustainability priorities and ensure our business is aligned with worldwide sustainable development action:

People



Ensure healthy lives and promote wellbeing for all at all ages



Achieve gender equality and empower all women and girls

Community



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



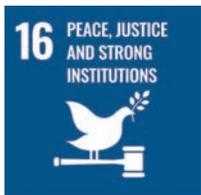
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Planet



Take urgent action to combat climate change and its impacts

Clients



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Our clients

As a law firm, our greatest impact is through the work we do with our clients. However, they too have an impact on us and how we operate as a responsible business. And together, we impact our communities and the environment around us. Focus on our clients therefore draws together all of our other core pillars.

Just as we are navigating what it means to operate as a more responsible business, so too are our clients. This means understanding an increasingly complex regulatory environment, mitigating risks, problem solving in uncertain circumstances, and identifying the opportunities available in a transitioning landscape.

Given these uncertainties and the fast pace of change, this aspect of our development as a responsible business is perhaps both the least clearcut and most exciting – offering the challenge and opportunity to align more closely with our clients and achieve mutual goals sustainably.

Our greatest skill is the legal advice we can deliver, but our skillset should not stand still. As the law, and the sectors we operate in, develop, we are continually working to understand our capacity to support our clients as they create their own responsible business agendas. We recognise the material importance of maintaining professional integrity and providing our clients with the advice they need to negotiate a rapidly shifting world. Through collaboration and alignment, both ourselves and our clients will grow sustainably and responsibly.

To achieve that aim, in addition to supporting our clients with legal advice, we also need to ensure that we are aligned with our clients and their ambitions more broadly. We are part of their supply chain, so our own values and initiatives reflect on them, whether that's how our emissions impact on their net zero targets and progress, or how cultural alignment can impact ways of working.

This enables us to continue to add value for our clients, meet the needs of the future, and evolve our legal practice to encapsulate a responsible business ethos.

A business built around client needs

Addressing client needs

We have a clear opportunity to better serve the responsible business needs of our clients through our legal services. As our clients increasingly require support in responding to regulatory and compliance matters in a rapidly changing sustainability reporting landscape, and we can provide the necessary advice to support them through this process. Interestingly, we noted that this aspect of focus did not score highly on our stakeholder materiality assessment. We recognise that this highlights the need to raise the profile and value of the supporting our clients on social, environmental and governance matters and make best use of our skillset as lawyers internally and externally.

As a minimum, we must be alive to regulatory developments which will impact our clients. While our colleagues can build their knowledge through standard routes such as their CPD training programmes and other legal skills refresher sessions, our Sustainability Reporting Taskforce also engages in regular horizon scanning to monitor and track new and upcoming regulations impacting our clients. This can then be fed back to our colleagues to feed into their client work.

However, to best serve our clients we need to go beyond the minimum required by our professional qualifications. Therefore, we have embarked on a more detailed process of exploration and development, setting targets to support us on this journey.

Our clients

Going beyond

To embed sustainable business expertise into our legal advice, we first need to understand and define what responsible business legal advice includes, and what our clients need from us. We are considering several angles for this:

Existing expertise

We are developing a clearer picture of where we have existing expertise and experience, and are aware that some of this has grown passively through day-to-day instructions from our clients as their sector needs and priorities have developed.

Through internal profile raising and review of case studies submitted for our business development activities, we are ensuring that all our people communicate this experience and understand that it constitutes valued expertise and a key area of focus for us.

To-date, we have completed relevant instructions across many of our sectors, including:

- Sustainability-linked refinancing
- Liquid CO2 transport arrangements
- Carbon offsetting
- The extension of the EU emissions trading scheme to maritime
- Lower carbon energy facilities for the NHS

Increased understanding

As part of our work within this pillar, we have also researched and engaged with relevant networks and groups to increase our understanding of the breadth of responsible business-linked legal advice.

Groups that we have been active with include:

- Net Zero Lawyers Alliance
- Legal Sustainability Alliance

Internally we are building an informal network of lawyers who are active and interested in this area, providing them with information about relevant seminars, courses and conferences. They are asked to attend and report back on these to help us build our understanding internally and raise our profile externally.

This year, we have already attended or plan to attend the following conferences:

- Davos 2025 – World Economic Forum
- Legal ESG
- edie 25
- Global Tipping Points

Supporting this, we aim to increase our understanding of sustainability and climate-related issues throughout the firm via our programme of mandatory training for all our people.

Finally, to best serve our clients' needs, we must understand what they need from us. Through our materiality assessment, we directly engaged with some of our clients to understand which indicators they valued most, which in turn has informed our own work and approach. On an ongoing basis we are also conducting wider sector-focused research, allowing us to better tailor our legal advice to the evolving needs of clients while accounting for sector-specific nuances.

Capacity building

By developing our knowledge of our existing responsible business legal service expertise and linking this to our clients' expectations, we are turning passive expertise into active expertise.

With this knowledge, we will better understand where we need to invest in further training and knowledge building and, in-turn, where we can have the most impact. Our aspiration is that this impact will be mutually beneficial – as our clients' responsible business credentials grow, so will ours, and vice versa.

To drive our increased understanding and capacity building activities, we have set the following targets for the end of our current financial year:

- Expand our internal network of active and interested lawyers to include representative from each key sector
- Log 100 hours of attendance by our people collectively at relevant conferences, seminars and webinars
- Identify at least three areas of focus for responsible business legal advice capacity building over the course of the next 12 months

Finally, to ensure that we celebrate and reward our people for their efforts in responsible business initiatives, we have included a new category in our Hill Dickinson Awards.

This new category encourages our people to nominate colleagues who have gone the extra mile to understand their clients' sector and advise them on areas of being a responsible business, or won new work because of an innovative, responsible business-led approach.

Our clients

Increasing impact through collaboration and adding value

Beyond the responsible business-related legal services that we provide to our clients, we want to go further to align with their values and initiatives, encouraging them to collaborate with us. This way, we can increase our joint impact on our communities and respect our planetary boundaries.

To do this, we will need to communicate our responsible business values and aspirations clearly and maintain ongoing discussions with our clients beyond our day-to-day work. We have started work to do this through:

- Our materiality assessment process – asking key clients to rank their priorities
- Our clients' materiality assessment processes – engaging with clients while communicating our responses and understanding more about their priorities through the stage they have reached
- Client relationship meetings – adding a responsible business discussion to these where appropriate
- Proactively reaching out to our clients' responsible business leads to understand their priorities
- Including an example of a client-focused responsible business objective for all our people to consider including in their annual performance review, therefore directly linking engagement with clients on this important area to individuals' workplace development.

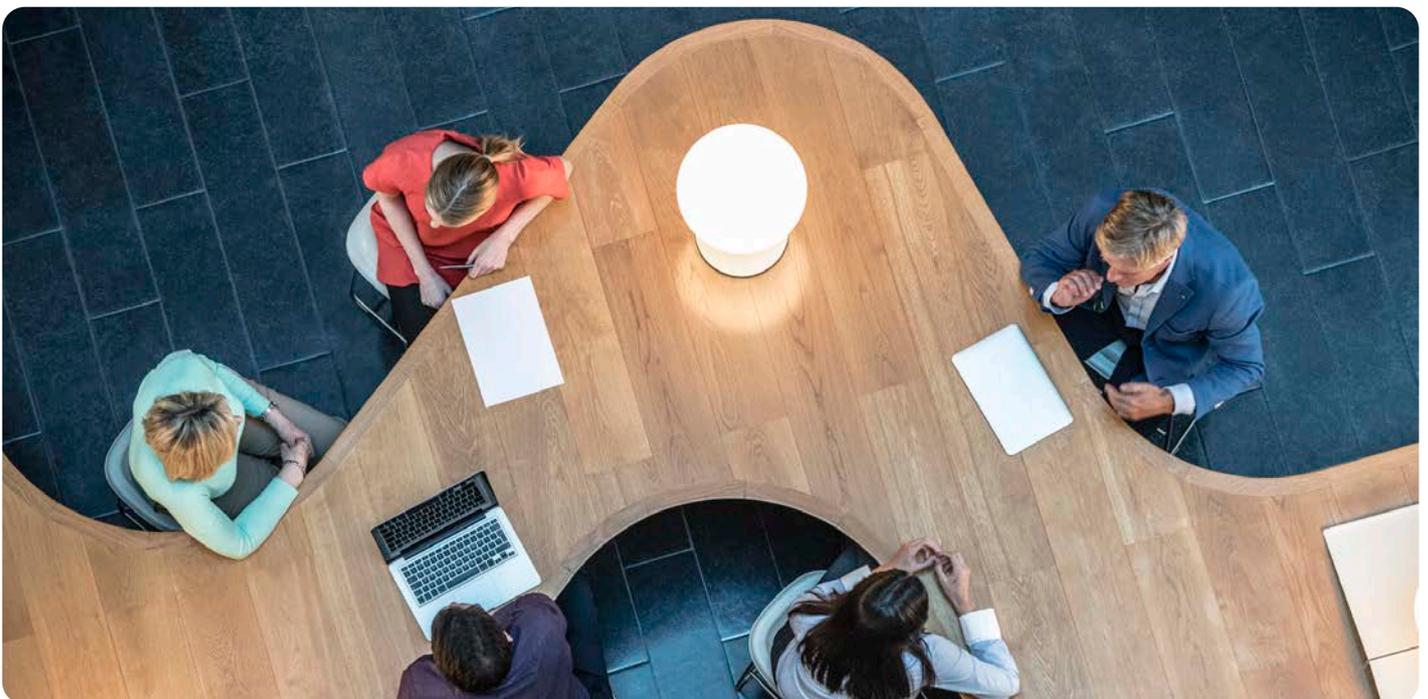
By better understanding our clients and their sectors needs and pressures, we can continue to go above and beyond in aligning with them.

One example of this in the health sector is our sponsorship of programmes run by Health Innovation Networks.

These networks operate across 15 localities in the UK with the aim of spreading innovation at pace and scale. This works to both improve health outcomes for patients, along with stimulating economic growth.

For example, in the Yorkshire and Humber region we have partnered with the Propel Programme, based in Leeds, which is Health Innovation Yorkshire & Humber's digital accelerator. Our sponsorship helps to fund the running of this programme, and our lawyers provide legal training sessions during it. We are working with similar programmes in the North West and London regions.

The services offered by schemes like this are vital in supporting local organisations to develop and commercialise innovative health solutions that can have a real-world impact on outcomes for patients and creating real value for healthcare systems. It also means we're helping to stimulate regional economic growth more broadly, supporting local enterprises to scale and grow.



Our people are our biggest asset. Put simply: without our people, Hill Dickinson could not succeed.

We truly believe that every member of the firm is as fundamental to this success as any other, regardless of role, seniority, background or experience. This ethos is central to the culture we have carefully cultivated over the years, and is a sentiment shared by our people all over the world. It's one of the reasons that 92% of Hill Dickinson colleagues are proud to work for the business.

And as a law firm, we're very much aware of the demanding nature of the work we do, and the subsequent strain this can place on our people. Client demands and the often sensitive nature of our work means upholding employee health and wellbeing is integral to best support our people, and indeed to the success of our firm.

Our people pillar therefore focuses on creating a positive working environment where everyone feels supported and can thrive, has access to equal opportunities and is provided with the tools to develop professionally and personally.

This work is then specifically concentrated on initiatives relating to employee health and wellbeing, nurturing talent and diversity, mobility and inclusion.

By investing in their personal and professional wellbeing, we can provide the foundations for our people, no matter their role within the firm, to flourish and deliver exceptional work for our clients and communities. And as a Real Living Wage employer, we're committed to providing financial stability and peace of mind to all of our people.

Supporting colleague wellbeing

It is our responsibility to provide our people with the tools they need to thrive, of which personal wellbeing is a fundamental cornerstone. As a signatory of the Mindful Business Charter, we're committed to the mental, physical and financial wellbeing of our colleagues. This was exemplified during Mental Health Awareness month when, in 2024, our CEO shared a video interview to put

the practices of the Mindful Business Charter into our everyday work.

We recognise that wellbeing is unique to each individual and is generally monitored by how supported employees feel. In our latest employee engagement survey 88% of employees either agreed or completely agreed that mental and physical health issues are supported and taken seriously, with a further 83% feeling supported in relation to their wellbeing.

Personal wellbeing is often driven by experience, of which may be driven by culture, workloads and management styles, along with many other factors. To equip our managers and leaders with the tools to best support employee wellbeing, we have developed a number of training programmes specifically designed to ensure wellbeing is managed at a local level.

To support our colleagues physical and mental health, we have a wide range of benefits including private medical insurance, an employee assistance programme, health cash plans, gym allowance, company sick pay, and 29 trained mental health first aiders.

We continually review our benefits offering, ensuring they are informed by employee feedback and the external challenges that they may face. One challenge we recognise is the pressure on employees to balance home and working life. That's why we have extensive flexible working practices, which 97% of our employees currently utilise.

In 2024 we partnered with Bright Horizons which allows our employees to obtain up to 10 days per year of subsidised child or pet care. Given the significant burden financial stress can place on individuals, in 2024 we also partnered with Octopus Money to provide our employees with access to qualified financial coaches.

Our people

Nurturing our talent

Onboarding and induction

Nurturing our talent begins before new colleagues even join our firm. We strive to create a warm and welcoming culture, with the aim for every new colleague to feel a sense of independence and belonging at the firm within 90 days.

There will always be areas where we can improve, and that is why we will be focusing on having more structured local inductions within each business group across the firm in the next 12 to 24 months, along with a more robust 'buddying' process.

We are also committed to ensuring that 100% of our colleagues who are remote workers receive a welfare check within four weeks of joining the firm.

Growing My Career programme

Our 2024 materiality assessment clearly showed that how we nurture our talent is important to both our business and to our stakeholders. We know instinctively and believe passionately that this is the right thing to do for our people and our business.

We have a clear and well recognised learning and development framework that covers personal and professional growth, digital learning, leadership development, career development and mentoring. The quality of this offering is clear, with our average NPS for our workshops sitting above +80, with over 350 learning events delivered during our last financial year.

We have developed a robust framework of structured career development for our fee earners, covering all career stages from trainee through to partnership. To date, we have engaged 170 colleagues across the firm in our Growing My Career programmes, supporting over 100 internal promotions. This has contributed to strong retention of our talent and low unwanted turnover rates.

From May 2025, our Growing My Career programmes will include the requirement for participants to complete a group project that enhances the work we do with and for our people, communities, clients or in relation to our environmental commitments as a firm.

Our ambition is to build on the success of the Growing My Career programmes' by ensuring we manage career development across our non-fee earning populations.

This will focus on upskilling our managers to hold more effective career development conversations where roles and progression are less defined.

Leading for growth

In 2024 we completely redesigned our leadership development offer to empower our people managers to facilitate, enable and engage their teams, promoting self-leadership and empowerment in teams across the firm.

We continually engage our leadership populations in development at all levels, with our 30 minute masterclasses allowing us to respond flexibly to emerging leadership needs. In the previous financial year we engaged 90% of partners in this process.

It is our ambition that 100% of newly promoted or newly hired leaders will receive formal development within 90 days of becoming a people manager. This in turn will contribute to our goals of having less than 3% of people leave the firm due to poor leadership and management.

Mentoring network

To build greater connectivity across our firm, 107 new mentoring relationships were created in our last financial year, helping to support career development and enabling our people to continue providing excellent service to our clients.

Our mentors are trained and our mentees are briefed before relationships commence, making this a robust process that creates a meaningful impact and produces tangible results. Overall, 16 workshops were held in our last financial year.

Our ambition is to expand this network to over 200 relationships by 2027.

Coaching

We are one of only a few law firms to invest in fully qualified coaches as part of our Learning & Development team, with over 50 hours of coaching support provided to colleagues in our last financial year.

We are keen to ensure that we maintain this level of coaching and increase it by 10% per annum up until 2028.

There is a recognition that internal coaching isn't always appropriate, which is why we are comfortable investing in external coaches where it makes sense to do so.

Our people

Diversifying our workforce

As part of our people pillar, we are committed to building a diverse workforce that offers equal opportunities, enables people to be themselves, and celebrates individuality through education and allyship.

That's why we've already set ourselves ambitious targets, including having 40% of our female colleagues in leadership roles by 2028. We are pleased to already be at 36.7%, increasing from 31% since April 2023, with 46% of leadership promotions over the last year being women. While this success cannot be attributed to one single factor, we believe that our continued efforts with enhanced family flexibility policies, career development meetings for all maternity returners and development programmes have all played a vital role.

Our equality efforts extend to closing pay gaps. Having recently completed our 2024 Pay Gap Report, we have found the following in relation to our mean hourly pay gaps:

	Apr-24	Apr-23	Apr-22
Gender	18.0%	22.3%	21.2%
Ethnicity	0.4%	4.3%	8.4%
Socio-economic	17.0%	15.7%	11.7%
Sexual orientation	30.6%	22.6%	19.3%

It is encouraging to see a real improvement across our gender and ethnicity gaps. However, while socio-economic and sexual orientation gaps have increased, refinements to our data collection process and overall improvements in the diversity of our workforce in recent years means we now have more employee data to benchmark against in these areas. A deeper analysis and actions for improvement will be detailed in our Pay Gap Report later this year.

We are proud to be ranked in the top 10 for family friendly working practices under the Working Families benchmark. By implementing enhanced parental leave policies we have achieved a 95% maternity returner rate, with 22% of partner promotions being made on flexible schedules in 2024. We also run peer support groups for carers, parents, those facing baby loss, and those navigating menopause.

To expand this work we will enhance our family friendly policies, further evolve our peer support groups and we are exploring the introduction of fertility benefits and support. Our flexible working support will also evolve to offer a holistic retirement planning programme to remove taboos surrounding this topic and give our colleagues thorough support throughout this important stage of their professional lives.

Another of our targets is to have 20% of our colleagues from ethnic minority backgrounds by 2028. We are currently at 12.1%, increasing from 11.5% since April 2023. While progress in this area has been slower, we understand that a longer-term view is needed when looking to diversify our workforce. This is evident when looking at early career opportunities, with 18% of our trainees and apprentices and 29% of assessment day places going to people from ethnic minority backgrounds.

These efforts are further supported through our work with the 10,000 Interns Foundation, Bright Network and Aspiring Solicitors – organisations that aim to connect those from diverse backgrounds with professional opportunities. In 2024, 40% of our trainees were recruited through these programmes, with one trainee previously recruited via 10,000 Interns progressing to a training contract.

This work earned recognition from the Chambers Student Guide and a commendation at the Aspiring Solicitors All Star Awards. In 2025, we'll build new university partnerships, especially with non-Russell Group institutions, with the aim to growing our reach to those from underrepresented backgrounds further.



Our people

We know that diversity extends beyond gender and ethnicity, therefore we are working to strengthen our equality data to match this. We collate our data through an equal opportunities questionnaire, which currently has an 86% return rate, allowing us to further analyse where we should be focusing our attention. However, this year we will be setting new targets to create more opportunities for those with disabilities and those of a lower socio-economic status.

We have already undertaken work in this area as part of our commitment to provide opportunities to young people from underrepresented groups. In 2024, we developed a partnership with Strawberry Fields, a Liverpool-based hub supporting young people with learning difficulties in getting into work. Their input proved valuable in guiding improvements to our own recruitment practices, provision of in-house support to those with learning difficulties and training for employees within our IT department in understanding how IT can support colleagues with learning difficulties. In conjunction with Strawberry Fields we have also delivered mandatory neurodiversity training for our people managers.

Through this collaboration, we welcomed an intern into the firm, initially on a 12-week placement. With tailored support, she thrived at Hill Dickinson, and has since gone on to accept a permanent role with us. Our efforts in breaking down the barriers for those with learning difficulties through the recruitment process helped us to win the Excellence in Recruitment award from People in Law.

Celebrating our people

As we diversify, we want to celebrate all backgrounds. That's why we've established six networking groups focused on gender, LGBTQ+, multiculturalism, social mobility, life stages and health and wellbeing accessibility, with the aim to educate, create allyship and provide support. The networking groups are each led by Partners who share a real passion for the group, with members made up of individuals across varying roles, seniority and background, providing diverse perspectives and experiences.

In 2024, the work of our networking groups included the delivery of firmwide lunch and learn talks on topics ranging from resilience, neurodiversity, transgender allyship, men's mental health and the importance of taking time away from work. We also work with speakers who are experts in their fields and have stories relatable to our employees. In November 2024, to mark International Men's Day, our former CEO, Peter Jackson, spoke of his own health and wellbeing journey which inspired 33 other male colleagues to take steps to better their own health and wellbeing. Each session has been incredibly well received, achieving an average NPS of 74, above the 67 industry benchmark.

These talks, coupled with the sharing of content to highlight different topics based around peoples' lived experiences, is helping to foster a culture free from bias and encourages openness. Multiple colleagues report to us how powerful and eye-opening these resources have been, both professionally and personally.

Our communities

In recent years we have grown significantly, opening new offices along with expanding our presence in existing locations. However, to truly cement ourselves in each location, we know this extends far beyond the services we provide to clients. This is about how we make an impact in our communities, looking beyond the four walls of our offices to truly make a difference.

Community action and initiatives can be a vital source of support for local people, providing opportunities and resources to those that need it most. This is about creating fairer futures for all, providing targeted support for those that have traditionally been left behind.

To this end, we have implemented a number of community outreach programmes to formalise and deliver on our commitment to building a legacy in each of our locations, ensuring both our firm and our people remain dedicated to uplifting our communities.

Having built meaningful relationships with our local partners, we have created a comprehensive community engagement framework which encompasses pro bono work, charitable initiatives, and investment in the next generation of home-grown talent.

This is all to ensure that we are driving lasting, positive change that best reflects the needs and values of the communities that we are fortunate to be a part of.

We know that this responsibility doesn't rest on any one person's shoulders - it is a mission we all share. In building a culture where everyone feels empowered and inspired to give back, our charitable work involves real input from our employees. Through employee-led panels, our colleagues decide where donations go, which they give their time to, and who our partnership charities are. In doing this, employee engagement on community work is continuing to increase.

Our recent partnership with Everton FC as the naming rights partner for its new stadium at Bramley-Moore Dock exemplifies this commitment.

As a proudly Liverpool-headquartered firm, we're cementing our legacy here and playing a key role in the redevelopment of the city's waterfront, helping to create jobs and drive impact in our local economy.

Charitable work

A key strand of our community outreach is our engagement with local charities. By working closely with these organisations, we can ensure fairer futures for those who are in most need of support.

In 2019 we launched The Hill Dickinson Foundation, which is administered and managed by the Community Foundation for Merseyside. The Foundation is dedicated to providing financial support to small grassroots charities and communities, and we encourage our people to help decide where grants are issued to. For 2025, the Foundation has committed over £44,000 to 31 charities.

To deepen our roots in each of our locations, colleagues from across our UK offices are able to pick a nominated charity to form a partnership with for 24 months. During our latest 24 month partnership period, we are aiming to raise £80,000 for six local charities across the UK, and have already raised £32,482 as of March 2025.

We also appreciate that our people have their own causes close to their heart. To support their individual fundraising efforts, we match the amount that anybody completing a sponsored charitable event raises, up to £250. In total, we helped our people to raise an additional £12,000 through matched giving in 2024.

Our communities

Volunteer days

To embed community engagement across the firm, we are empowering our people to donate their time in support of local charities and initiatives.

Each member of the firm can take up to two paid volunteer days a year, whether individually or as a team. By allocating this time to everyone across the business, we are encouraging people to take a step out of the day-to-day to leave a lasting positive impact on local communities. However, with some finding it challenging to take a step away from work, we recognise that uptake of volunteer days could be improved. Therefore, this year we have set a target to have at least 50% of employees undertaking volunteering days over the course of the next financial year.

To demonstrate the importance of taking the time to use volunteering days, our Executive Board recently took advantage of this to volunteer at Halle's Hub in Liverpool.

The non-profit organisation aims to help fund children's academic and social development when families are struggling with the cost of extra school activity. By painting the centre's martial arts room, the team helped to upkeep its facilities and ensure children can continue to enjoy the space.

Pro bono work

Not everyone has the same access to quality legal advice, with cost and a lack of understanding of the legal system a significant barrier for many organisations. We're keen to break down these barriers, regularly undertaking pro bono work.

We encourage all of our lawyers to undertake pro bono work, and we're aiming to increase firmwide pro bono work by 10% over the next year. To drive this, we recently partnered with LawWorks, a pro bono charity group, to connect our colleagues with case opportunities.

One example of this is our work with Embassy Village, a transformative project which is setting the standard for addressing homelessness in Europe. Located in Manchester, the pioneering initiative goes beyond providing shelter, creating a holistic, long-term solution to homelessness. By constructing 40 purpose-built homes for men facing homelessness, it is providing each individual with a fresh start. We played a key role in the success of Embassy Village, providing pro bono legal support throughout, guiding the project from initial concept through to construction. We're proud to be playing a part in such a transformative project, not only creating places for residents to live, but also providing employment support, life skills development and building confidence.



Our communities

Schools outreach programme

Our communities are home to exceptional young talent which, with the right support, can help to nurture the brightest minds of the future. However, we understand that not everyone has the same opportunities to start and progress in a fulfilling career, where a person's prospects can still be rooted in their background and education.

In building deep roots in each of our locations, we want to ensure that every child has the same opportunities in entering the working world. This is about creating fairer futures for those in our communities who, without the right support, may otherwise struggle.

Our schools outreach programme aims to do exactly this. We have established relationships with schools across Liverpool, Manchester, Leeds and London, and we're currently developing relationships across our newer locations in Newcastle and Birmingham.

Through these relationships, we offer a number of opportunities for students to equip them for life after school. Having attended 14 events in schools over the last year, we have delivered 988 hours of activity including careers fairs, mock interview sessions and talks with students to help inspire them about starting out in law.

We also offer the opportunity for students to gain hands-on experience working at Hill Dickinson, helping them to gain transferable skills and better understand what a future working at the firm could look like.

Over the last 12 months, we have provided 44 work shadowing opportunities across the UK. For those who are particularly engaged, we also develop mentoring relationships with students, having established six over the last 12 months.

Alternative routes into the legal profession

In working with our partner schools, we recognise that traditional routes into the law aren't for everyone. That is why we have developed our apprenticeship programme, to open up more routes into a career with Hill Dickinson.

Through our 2024 cohort, we hired six school leaver apprentices, one of whom was recruited through our schools outreach programme. In 2025, we will be progressing this work further, setting a target of 25% of annual apprentices to be recruited through the programme.

For our 2025 cohort we have already increased apprenticeship applications by 64%, with 17 school leaver apprentices currently in the firm. To-date, two school leaver apprentices who have qualified and remain at the firm as Associates.



Our planet

The climate crisis is continuing to disrupt the global order – from the increasing cost of the physical impacts caused by extreme weather events and disrupted supply chains, to the challenges of managing the transition to a low carbon economy.

It's clear that climate change is becoming more material to businesses across all sectors, including the legal sector, and we recognise the need to understand our impact on the planet and our dependence on a stable climate system.

We have an obligation to reduce our environmental impact and have set clear near-term and net-zero emission reduction targets which have been approved by the science-based targets initiative (SBTi). Our environmental reduction targets are in alignment with the framework of the Paris Agreement to limit warming as close to 1.5C as possible.

Transitioning to net-zero is a key material priority to our business and our stakeholders. In order to build a more resilient business, and to contribute positively to our people, communities and our clients, we must also be stewards for the environment. It is critical that we aim to capture our own environmental impact, our dependency on natural resources, the resilience of our supply chain, and how we can build a more knowledgeable, climate literate community.

Driving decarbonisation

In November 2024, the Science Based Targets initiative (SBTi) approved our near-term and long-term emission reduction targets. We initially committed to setting targets in 2022, with a two year period allowing us to measure our current emissions, engage with our leadership team, and assess the levers we can pull to meet our near-term and long-term net-zero targets.

We began measuring our carbon footprint across Scope 1, 2 and 3 emission sources in alignment with the Greenhouse Gas (GHG) Protocol with data reaching back to 2019. As we improved our methods of data collection, we selected a baseline year of FY23 to ensure consistency moving forwards.

Our commitment

Reach
net-zero by
2045

2033
By

we aim to reduce our
Scope 1 and 2 emissions by

55%

relative to a FY23 baseline.

Our targets

2033
By

we aim to reduce our
Scope 3 emissions by

33%

relative to a FY23 baseline.

Our planet

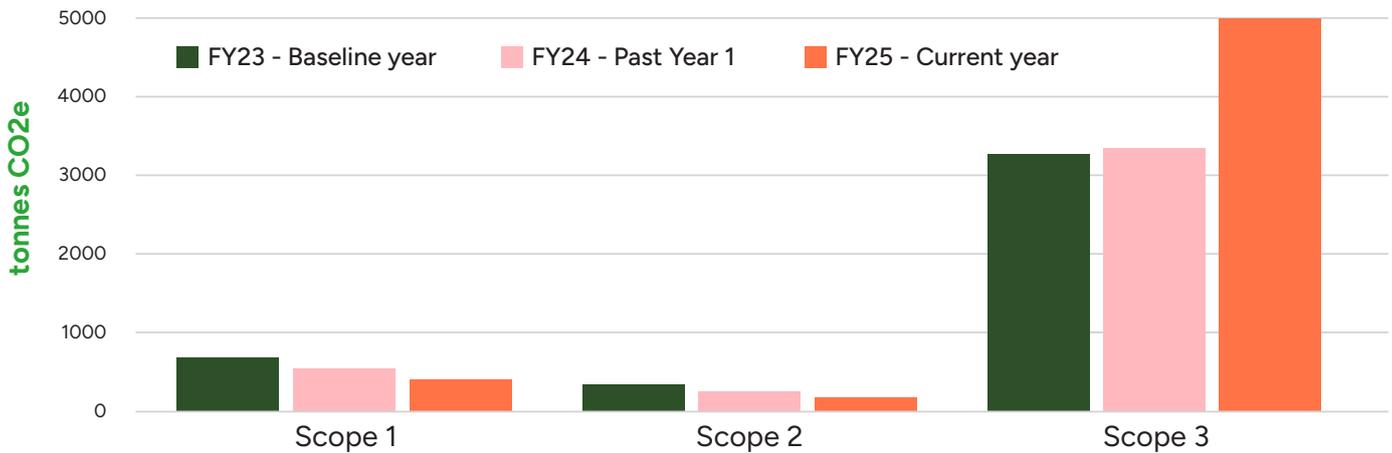
Our carbon footprint

Our Scope 1 data includes all emissions resulting from offices that use natural gas or heating oil, fuel purchased through our partner car scheme, and fugitive emissions refrigerants. We have used a market-based value to calculate our Scope 2 emissions, ensuring that all renewable tariffs are backed by REGO certificates.

We have deemed the following Scope 3 categories as relevant to our operations:

- Cat.1: Purchased goods and services
- Cat. 2: Capital goods
- Cat. 3: Fuel and energy-related activities
- Cat. 4: Upstream purchased goods and services
- Cat. 5: Waste and water used in our operations
- Cat. 6: Business travel
- Cat. 7: Commuting

Total GHG Emissions by Scope



Greenhouse gas emissions overview

Our total greenhouse gas (GHG) emissions profile continues to evolve as we refine our data collection and expand the boundaries of our reporting. This year's analysis reflects both progress and new challenges across all three scopes.

Our total carbon footprint for the most recent financial year (FY25) was **5622.4 tonnes CO₂e**, which represented an increase of **35.6%** since the previous year. Although we noted a 43% reduction in our Scope 1 + 2 emissions, we also saw an increase of 57.4% in our Scope 3 emissions.

Scope 1 and 2 emissions:

We've seen a consistent decrease in Scope 1 and 2 emissions over the past three fiscal years. These reductions were due to key changes in our operations, including:

- continuance of our hybrid working policy, which reduced space in our head office;
- replaced lighting with LEDs across our UK offices;
- increased use of renewable energy from 48% to 85% in our UK offices, rising to 100% by the end of the reporting year.

These reductions underscore our commitment to direct emissions control and energy decarbonisation, aligning with our broader climate strategy.

Scope 3 emissions:

Scope 3 emissions have increased significantly in FY25, rising from approximately 3339.7 tonnes CO₂e in FY23 to over 5034.9 tonnes CO₂e in the current year. This increase is not solely indicative of higher emissions activity, but rather reflects a more complete and accurate representation of our value chain impacts.

Key drivers of this increase include:

- Improved supplier data quality, enabling more precise emissions accounting across purchased goods and services.
- A notable rise in business travel, alongside business development activities and an increase in in-person engagements.

While the upward trend in Scope 3 emissions presents challenges, it also marks a critical step forward in our journey toward full value chain accountability. We are actively engaging suppliers, refining travel policies, and exploring investment decarbonisation strategies to address these areas.

We publish a full methodology of our carbon footprint in our Carbon Reduction Plan, updated annually.

Our planet

Buildings and energy usage

Our usage of office space is a sizable contributor to our overall environmental impact, comprising a large part of our Scope 1 and 2 emissions. As we have moved or changed the space we occupy, we have set sustainability as a clear deciding priority.

In 2024, we made the move to our new premises at Wellington Place, Leeds, which is deemed BREEAM Outstanding and boasts a 5* NABERS score. We also switched to a renewable tariff in our head office in the second half of 2024, which led to a significant reduction in our market-based Scope 2 emissions.

In 2025, we will also be making the move to the St Michael's building in Manchester, which is targeting a 5* NABERS score, BREEAM Outstanding, and a WELL certification.

We initially set a commitment to reach **100%** renewable energy in our UK offices by 2026, a commitment which we achieved in 2024, two years early. In addition, we are aiming for:

- **40% procurement of renewable energy** in our overseas offices by 2033.

We currently hold ISO14001:2015 certification for our head office in Liverpool.

Sustainable procurement

Our purchased goods and services (PG&S) emissions collectively comprise 64% of our overall carbon footprint. We have taken a number of measures to reduce the impact from our procurement practices including: use of 100% recycled paper for all our UK offices and updates to our procurement policy and code of conduct to screen for social and environmental topics, as well as collaborating with existing vendors on their carbon reduction efforts.

In FY25, we began formalising our sustainable procurement process by:

- **supplier disaggregation:** We refined our supplier categorisation to better reflect emissions intensity and materiality, enabling more targeted engagement and analysis.
- **prioritisation by spend:** A full supplier list was compiled and analysed, allowing us to focus on the top 60% of suppliers by spend - those most likely to influence our Scope 3 emissions footprint.

- **updated supplier pack:** We introduced an updated supplier information pack to support future ESG data collection and prepare suppliers for upcoming engagement on emissions and life cycle impacts.
- **incorporating supplier-specific emission values** where possible.
- **utilising cross-team engagement** to identify supplier relationship managers and integrate sustainability criteria into the procurement process.
- **implementing a sustainable procurement policy** and enhancing our supplier onboarding packs to collect environmental data.

We have now collected specific environmental data including whether our suppliers measure their emissions and have net-zero targets from 100% of new suppliers from FY24 onwards.

We have determined that approximately 23% of total spend is with suppliers who have either committed to or have approved science-based targets.

In addition, we have moved from spend-based to supplier-specific data for approximately 1/6th of our top suppliers.

In FY26, we will begin to engage directly with selected suppliers, deliver role-based training, and aim to increase the proportion of supplier-specific emissions values.

Sustainable travel

While we know that building in-person relationships and meeting clients is integral to how we operate, our business travel makes up around 12% of our overall GHG emissions. And while we have maintained a hybrid approach to work, which supports both our commitment to employee wellbeing and our focus on reducing commuter emissions, home working and commuting emissions still make up 13.5% of our carbon footprint.

We must learn to balance the importance of building and maintaining relationships and healthy working environments with our commitment to reducing our environmental impact.

We have therefore committed to reducing emissions from business travel by **50%** by 2033, from FY23 levels.

In FY26, we will introduce a Sustainable Travel Policy and work with our travel provider to introduce measures aimed at reducing emissions from travel, continuing to integrate sustainability into our business practices.

We also aim to support our colleagues to use low or zero emission transport to get to work, including offering excellent cycle and shower facilities in most of our offices, a general cycle to work scheme and our recently introduced EV scheme.

Internal engagement and capacity building

The key to meet our emission reduction targets comes back to our people. Our people are our most valuable asset, and we have a duty to support their sustainable educational development in their work, and to provide them with the tools to expand their sphere of positive influence to their communities and beyond.

Activities such as collecting data for commuting in support of Scope 3 Category 7 (commuting) has created an opportunity for us to engage with our people on our decarbonisation efforts – in 2025, we received responses from over **80%** of our colleagues.



We introduced mandatory sustainability and climate literacy training in 2023, with an updated annual course in 2024.

Beginning in 2025, we have partnered with AXA Climate School to deliver mandatory monthly climate literacy training to all colleagues as well as additional job-specific training.

This learning is an ongoing journey for our people, and we will continue to review our climate literacy training programme to ensure it is fit for purpose.

Climate Transition Plan development

As we mature in our decarbonisation journey, we aim to move from the ambition stage, where we achieved approval of our near-term and net-zero emission reduction targets, to our action stage – as defined by the Transition Plan Taskforce.

Some key areas where we aim to develop for 2025 are:

- Understanding the physical and transition risks and creating a climate risk report following the guidance from the Taskforce for Climate Related Financial Disclosures (TCFD)
- Continuing to engage our leadership and embed sustainability in our business strategy
- Collaborate with our fellow legal service providers and value chain to meet shared goals

Supporting biodiversity

Reducing our emissions is one step towards protecting our planet and the environment. However, we must also be proactive in preserving the nature we're already lucky enough to enjoy and support biodiversity efforts. This approach must be rooted in the communities where we operate, to support co-benefits at a local level.

We are currently exploring involvement within innovative projects that will positively benefit local environments and biodiversity. These include peatland restoration, reforestation and legal support for climate-related causes.

Environmental reporting and compliance

Maintaining transparency, integrity and striving for continual improvement of the quality of the data we use to measure our environmental impact is key.

We remain compliant with all mandatory reporting requirements, including the Energy Savings Opportunity Scheme (ESOS), the Streamlined Energy and Carbon Reporting (SECR) framework and maintaining an annual Carbon Reduction Plan which is compliant with Procurement Policy Note 06/21.

In addition, we also respond to several voluntary disclosure frameworks including Ecovadis and CDP. In FY26, we aim to publish reports in line with the Climate Transition Plan framework and informed by TCFD.

Moving forwards

Over our 200 year history we have always been committed to creating a legacy that every person at Hill Dickinson, past and present, can be proud of.

As we grow, working with more clients, welcoming new colleagues and entering new markets, our commitment to leaving a positive lasting legacy has therefore become ever more important. This has all been exemplified as the very viability of our planet comes into sharp focus, meaning we must balance sustainable growth with environmental stewardship.

That's why we've undertaken a series of extensive research and benchmarking processes to better understand the direct impact we're having on our clients, our people, the communities we operate in, and our wider environment, and how these are all intrinsically linked with one another.

In this report, we have outlined this work, the progress we've already made, and the bold targets and initiatives we are undertaking to ensure we continue to work towards being a responsible business.

We're ensuring we are best serving our clients' needs, aligning both our legal services and business operations around their key priorities as responsible businesses. We're creating a workplace that puts health and wellbeing, talent development and celebration of diversity and inclusion at the very heart of our culture. We're growing deep roots in our communities, giving back to charities and causes to uplift and support those that need it most. And we're taking meaningful action to ensure we are limiting our impact on the planet and protecting it for future generations.

Our work here is by no means done, in fact, it is only just beginning. There is still plenty that we can do to operate as a truly responsible business, and there will undoubtedly be new developments and challenges we must face as the world around us continues to evolve.

That being said, we are confident that we are moving in the right direction, having set clear and robust initiatives, targets, leadership and reporting frameworks to bring everyone along on this journey with us. Coupled with an unwavering commitment and ambition, there's plenty more for us to achieve in the future.



Our accreditations

Memberships

To inform our approach to client work and provide a platform for us to share knowledge with our peers, we're members of a number of initiatives.



Appendix: General Disclosures

	FY23		FY24		FY25	
Workforce Overview						
Total number of Employees (inc Partners)	971		1049		1135	
Number of Partners	151		160		165	
	Male	Female	Male	Female	Male	Female
Total by Gender	383	588	409	640	422	713
	UK	Int	UK	Int	UK	Int
Total by Region	876	95	945	104	1020	115
Total number of non employees	13		14		16	
	Male	Female	Male	Female	Male	Female
Total by Gender	11	2	12	2	13	3
	UK	Int	UK	Int	UK	Int
Total by Region	13	0	14	0	16	0
Contract Type						
Permanent	894		958		1033	
	Male	Female	Male	Female	Male	Female
Total by Gender	363	531	376	582	389	644
	UK	Int	UK	Int	UK	Int
Total by Region	805	89	858	100	922	111
Temporary	77		91		102	
	Male	Female	Male	Female	Male	Female
Total by Gender	20	57	33	58	33	69
	UK	Int	UK	Int	UK	Int
Total by Region	71	6	87	4	98	4
Working Hours						
Full Time	825		898		973	
	Male	Female	Male	Female	Male	Female
Total by Gender	359	466	382	516	390	583
	UK	Int	UK	Int	UK	Int
Total by Region	736	89	801	97	869	104
Part Time	137		142		150	
	Male	Female	Male	Female	Male	Female
Total by Gender	18	119	21	121	23	127
	UK	Int	UK	Int	UK	Int
Total by Region	131	6	135	7	141	9
Casual Hours	9		9		12	
	Male	Female	Male	Female	Male	Female
Total by Gender	6	3	6	3	9	3
	UK	Int	UK	Int	UK	Int
Total by Region	9	0	9	0	10	2

2025 Workforce Overview:

MALE: 422

FEMALE: 713

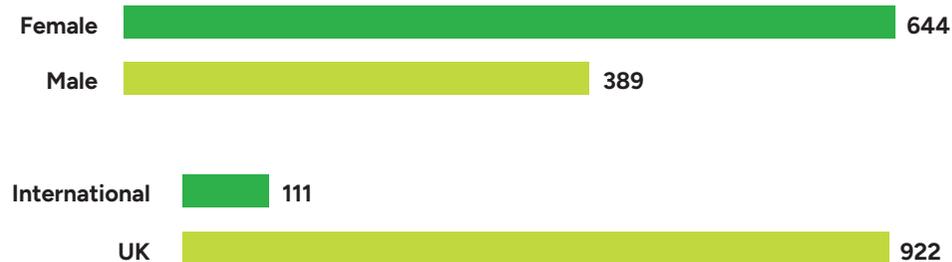
INT (International): 115

UK: 1020

*numbers below do not include non employees

	FY23			FY24			FY25		
	Business Groups								
	Fee Earner	Non Fee Earner	Both	Fee Earner	Non Fee Earner	Both	Fee Earner	Non Fee Earner	Both
Central Services (non-fee and fee earner)	14	213	227	12	219	231	237	18	255
Business Services Group	274	36	310	316	31	347	345	35	380
Marine Business Group	139	48	187	149	51	200	166	53	219
Health Business Group	216	31	247	239	32	271	248	33	281

2025 Permanent Contract Overview



Appendix: ESG Metrics - KPIs

Hill Dickinson collects data with reference to the GRI standards and all data collected in this report refers to the period 1st May 2023 – 30th April 2024. Where data is not directly included in this report, we refer to our forthcoming Sustainability KPI Metrics, to be published in 2025.

GRI category	KPI	Unit	FY23	FY24	FY25
Future-proofed business					
201	Total Revenue	£	129.5m	145.4m	168.1m
	Other income	£	0.8m	2.7m	4.2m
	Operating costs	£	30.5m	31.6m	30.5m
	Employee wages & benefits	£	53.6m	57.1m	69.3m
	Payments to Providers of Capital	£	1.146m	1.342m	0
	Payments to Government	£	5.3m	5.3m	5.7m
	Community Investments	£	0.1m	0.1m	0.1m
Professional integrity					
205	Percentage of colleagues who have received training about anti-corruption procedures and policies	%	100	100	100
	Percentage of leadership trained in ethical governance and anti-corruption	%	100	100	100
	Number of confirmed incidents of corruption and actions taken	Number	0	0	0
	Percentage of operations assessed for corruption risk	%	100	100	100
	Number of business partners screened for corruption risk	%	-	-	100
	Frequency of corruption risk assessments	Frequency	Annually	Annually	Annually
	Number of internal audits encompassing policies, procedure and compliance.	Number	-	-	676
Anti-corruption policies and procedures disclosed on the firm intranet and reviewed at least annually	%	100	100	100	

Appendix: ESG Metrics - KPIs

GRI category	KPI	Unit	FY23	FY24	FY25
Operational footprint - Energy use					
302	Total energy consumption	MWh	3050.9	1934.7	2030.7
	Total electricity consumption	MWh	1330.2	1176	1310.2
	Total renewable energy consumption	MWh	589.3	638.4	958.5
	Renewable electricity consumption	MWh	589.3	638.4	958.5
	Renewable electricity consumption (%)	Expressed as % of Total Electricity	39.7	49.8	73%
	Energy intensity - Scope 1 & 2 per FTE	Expressed as % of MWh per FTE	1.1	0.8	0.5
Responsible consumption of resources					
303	Total incoming water	m3	8249.5	5266.8	5067.0
	Total volume of water discharged	m3	8249.5	5266.8	5067.0
306	Total waste generated across all offices	tonnes	174.5	89.8	131.5
	Total waste to landfill across all offices	tonnes	8.3	5.4	10.1
	Total waste incinerated with energy recovery	tonnes	30.3	21.2	28.1
	Total recycled solid waste	tonnes	135.8	62.1	91.2
	Waste recycled as % of total	Expressed as % of total waste	77.8	69.2	69.3
Net zero transition					
306	Gross Global Scope 1 emissions (including fugitives)	tCO2e	677.3	544.4	423.0
	Gross Global Scope 2 emissions - located-based	tCO2e	361.9	263.6	317.6
	Gross Global Scope 2 emissions - market-based	tCO2e	349.6	336.6	175.6
	Scope 3 emissions	tCO2e	3266.2	3339.6	5034.9
	Gross Global Scope 3 emissions - Category 1 - Purchased goods and services	tCO2e	1707.9	1953.7	2844.2

Appendix: ESG Metrics - KPIs

GRI category	KPI	Unit	FY23	FY24	FY25
306 cont.	Gross Global Scope 3 emissions - Category 2 - Capital Goods	tCO2e	200.9	201.3	744.6
	Gross Global Scope 3 emissions - Category 3 - Fuel-and-energy-related activities (not included in Scope 1 & 2)	tCO2e	356.0	299.9	193.2
	Gross Global Scope 3 emissions - Category 4 - Upstream transportation and distribution	tCO2e	-	-	-
	Gross Global Scope 3 emissions - Category 5 - Waste generated in operations	tCO2e	9.3	8.2	6.9
	Gross Global Scope 3 emissions - Category 6 - Business travel	tCO2e	463.0	432.9	680.8
	Gross Global Scope 3 emissions - Category 7 - Employee commuting	tCO2e	529.1	443.6	565.2
	Gross Global Scope 3 emissions - Category 15 - Investments	tCO2e	-	-	-
	Percentage of coverage for emissions disclosures	%	100.0	100.0	100.0
	GHG emissions intensity - Scope 1, 2 and 3	kgCO2e/FTE	4.5	4.0	5.0
Green supply chain					
308	New suppliers screen based on environmental criteria	Expressed as % of new suppliers	-	100%	100%
	Number of suppliers with science-based targets	Expressed as % of top 60% of suppliers	-	-	23.0%
	Percentage of supplier-specific emissions data	Expressed as % of Scope 3 Cats. 1 & 2 total covered by supplier specific data	-	0.70%	17.7%
Employee health and wellbeing					
401	Employee regretted turnover	Percentage	9.5%	2.9%	2.5%
	Employee overall turnover	Percentage	16.7%	14.3%	11.8%
	Percentage of leavers due to worklife balance	Percentage	2.3%	2.5%	4.3%

Appendix: ESG Metrics - KPIs

GRI category	KPI	Unit	FY23	FY24	FY25
401 cont.	Percentage of employees entitled to private medical insurance	Percentage	99%	98%	98%
	Percentage of employees with life assurance cover	Percentage	99%	98%	98%
	Percentage of employees entitled to group income protection	Percentage	99%	98%	98%
	Percentage of employees entitled to critical illness cover	Percentage	90%	88%	88%
	Percentage of employees entitled to parental leave by gender	Percentage	60% Female / 39% Male	61% Female / 38% Male	63% Female / 36% Male
	Percentage of employees who were entitled to enhanced parental pay by gender	Percentage	46% Female / 32% Male	47% Female / 31% Male	50% Female / 31% Male
	Percentage of employees who returned to work by gender	Percentage	89% Female / 100% Male	100% Female / 94% Male	-
	Return to work and retention rate of employees that took parental leave	Percentage	93%	97.20%	-
	Total number of employees entitled to backup childcare	Percentage	90%	80%	87%

Appendix: ESG Metrics - KPIs

GRI category	KPI	Unit	FY23	FY24	FY25
	Percentage of employees entitled to flexible working inc hybrid working	Percentage	61% Female / 39% Male	61% Female / 39% Male	63% Female / 37% Male
	Percentage of employees working flexibly informally	Percentage	-	-	97.40%
	Percentage of employees working flexibly on a formal basis	Percentage	18.60%	19.50%	19.51%
	Percentage of employees entitled to a pension scheme	Percentage	77%	77%	76%
	Percentage of employees entitled to employee assistance programme	Percentage	970	1037	1118
403	Ratio of Mental Health First Aiders to employees	Ratio	-	-	1 to 38 (30 mental health first aiders)
	Percentage of employees entitled to fitness allowance	Percentage	36%	37%	98%
	Percentage of employees entitled to qualified financial advisors	Percentage	90%	89%	89%
	Number of work related injuries	Number	1	2	0
	Number of work related ill health absence occurrences	Number	-	-	5
	Number of employees in receipt of a salary increase	Number	74%	71%	71%
	Number of employees in receipt of a bonus	Number	83%	80%	82%

Appendix: ESG Metrics - KPIs

GRI category	KPI	Unit	FY23	FY24	FY25
Nurturing talent					
404	Average hours of training per year per employee, per gender	Number	Male 1.75 Female 2.25	Male 4.5 Female 12	Male 15 Female 18
	Percentage completed the career development programs	Percentage	8%	9%	12%
	Number of hours coaching provided	Number	-	-	105
	No of employees engaged in a mentoring relationship	Number	-	-	107
	Completion rate of mandatory performance reviews (6 monthly)	Percentage	93%	94%	94%
	Number of trainee contracts awarded to internal applicants	Number	75	97	135
	Number of internal promotions	Number	82	74	120
	Percentage of leavers due to career progression	Percentage	22%	35%	35%

Appendix: ESG Metrics - KPIs

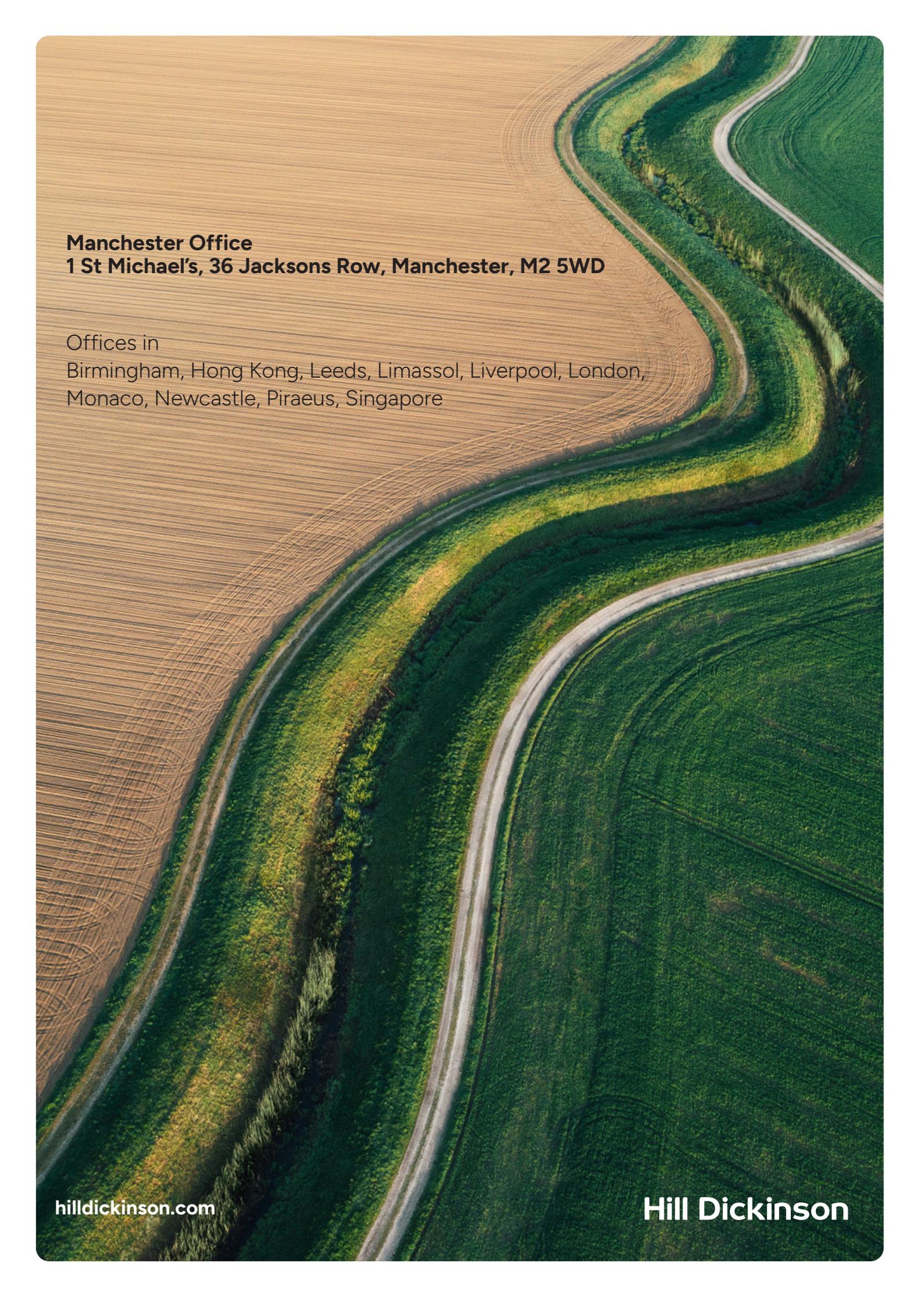
GRI category	KPI	Unit	FY23	FY24	FY25
Diversity, mobility and inclusion					
	Percentage of individuals completed equal opportunities questionnaire	Percentage	-	-	86%
	Percentage of individuals within Leadership roles, split by gender	Percentage	31% female / 69% male	-	38% female / 52% male
	Percentage of individuals from ethnic backgrounds	Percentage	84.7% White / 7.1% Asian / 2.1% Mixed / 1.7% Black / 2.1% Prefer not to say / 0.7% Other ethnic group / 1.6% Not declared	-	85.7% White / 8.1% Asian / 2.1% Mixed / 1.9% Black / 1.4% Prefer not to say / 0.7% Other ethnic group / 0.1% Not declared
	Percentage of individuals, split by Age group:	Percentage	16-24 8.5% / 25-34 32.5% / 35-44 26.2% / 45-54 18.8% / 55-64 12.3% / 65+ 1.8%	-	16-24 8.7% / 25-34 32.2% / 35-44 25.8% / 45-54 18.8% / 55-64 12.1% / 65+ 2.4%
405	Percentage of individuals, split by Sexual Orientation	Percentage	Heterosexual 90.3% / Gay & Lesbian 1.5% / Bi-sexual 1% / Prefer not to say 4.8% / 2% not declared / Other preferred description 0.3%	-	Heterosexual 91.5% / Gay & Lesbian 1.7% / Bi-sexual 1.6% / Prefer not to say 4.6% / 0.4% not declared / Other preferred description 0.3%
	Percentage of individuals, split by Religion	Percentage	No religion 38.9% / Christian 44% / Undeclared 2.4% / Other religion 1.1% / Muslim 3.7% / Prefer not to say 8.9% / Buddhist 0.5% / Hindu 0.8% / Jewish 1.2% / Sikh 0.9%	-	No religion 40% / Christian 44.6% / Undeclared 6.1% / Other religion 1.5% / Muslim 4.4% / Prefer not to say 5.7% / Buddhist 0.3% / Hindu 1.1% / Jewish 1.2% / Sikh 0.9%
	Percentage of individuals with a Disability	Percentage	Yes 5.2% / No 90.9% / Prefer not to say 2.4% / Not declared 1.6%	-	Yes 6.1% / No 91.4% / Prefer not to say 2.5% / Not declared 0.1%

Appendix: ESG Metrics - KPIs

GRI category	KPI	Unit	FY23	FY24	FY25
Social justice and capacity building					
203	Employee hourly pay gap	Percentage	22.3% (mean figure)	18%	-
	Employee bonus gap	Percentage	63.3% (mean figure)	51%	-
	Employee pay quartiles (men and women)	Percentage	Top 47.5% Men / 52.5% Women	Top 43.2% Men / 56.8% Women	
			Upper middle 34.8% Men / 65.2% Women	Upper middle 38% Men / 62% Women	-
			Lower middle 27.1% Men / 72.9% Women	Lower middle 26% Men / 74% Women	
			Lower 22.8% Men / 77.2% Women	Lower 27.1% Men / 72.9% Women	
	Partner hourly pay gap	Percentage	35%	32.6%	-
	Mean hourly pay gap - Gender	Percentage	22%	18.0%	-
	Mean hourly pay gap - Ethnicity	Percentage	4.3%	0.4%	-
	Mean hourly pay gap - Socio-economic status	Percentage	15.7%	17.0%	-
	Mean hourly pay gap - Sexual orientation	Percentage	22.6%	30.6%	-
	Percentage of Training contracts offered to candidates from underrepresented associations	Percentage	30%	40%	-
Number of pro-bono hours completed	-	-	-	205	
HD	Number of hours spent on activities for underrepresented schools/ students under schools outreach programme	-	-	-	988
	Number of work shadowing placements offered	-	-	-	44
	Percentage of apprenticeships offered to schools outreach programme students	Percentage	100%	14%	-

Appendix: ESG Metrics - KPIs

GRI category	KPI	Unit	FY23	FY24	FY25
Labour and human rights					
HD	Living wage paid to employees & third parties	Text	N	Y	Y
408	Total number of discriminatory incidents	Number	1	0	1
409	Number of discriminatory remedial plans implemented	Number	1	0	1
HD	Number of employment tribunal cases	Number	0	0	0
Community impact					
	Amount donated to nomination charities within UK office locations	Currency	-	38,867	£37,500
202	Amount donated to charity via Hill Dickinson foundation	Currency	£40,000	£50,000	£55,000
	Amount donated to employee fundraising activity	Currency	£7,055	£7,670	£13,000
203	Number of charities supported by Hill Dickinson	Number	24	30	38
	Number of volunteer days employees completed	Number	46	90	212.5
Ethical protection and use of data					
	Complaints resulting from Data Loss / Incidents	Number	-	1	0
418	Complaints from regulatory bodies	Number	0	0	0
	Total number of identified leaks, thefts, or losses of customer data	Number	0	0	0



Manchester Office
1 St Michael's, 36 Jacksons Row, Manchester, M2 5WD

Offices in
Birmingham, Hong Kong, Leeds, Limassol, Liverpool, London,
Monaco, Newcastle, Piraeus, Singapore