IMHL | RESPONSIBLE BUSINESS REPORT 2025

Creating a positive impact – our commitment to responsible business

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Contents

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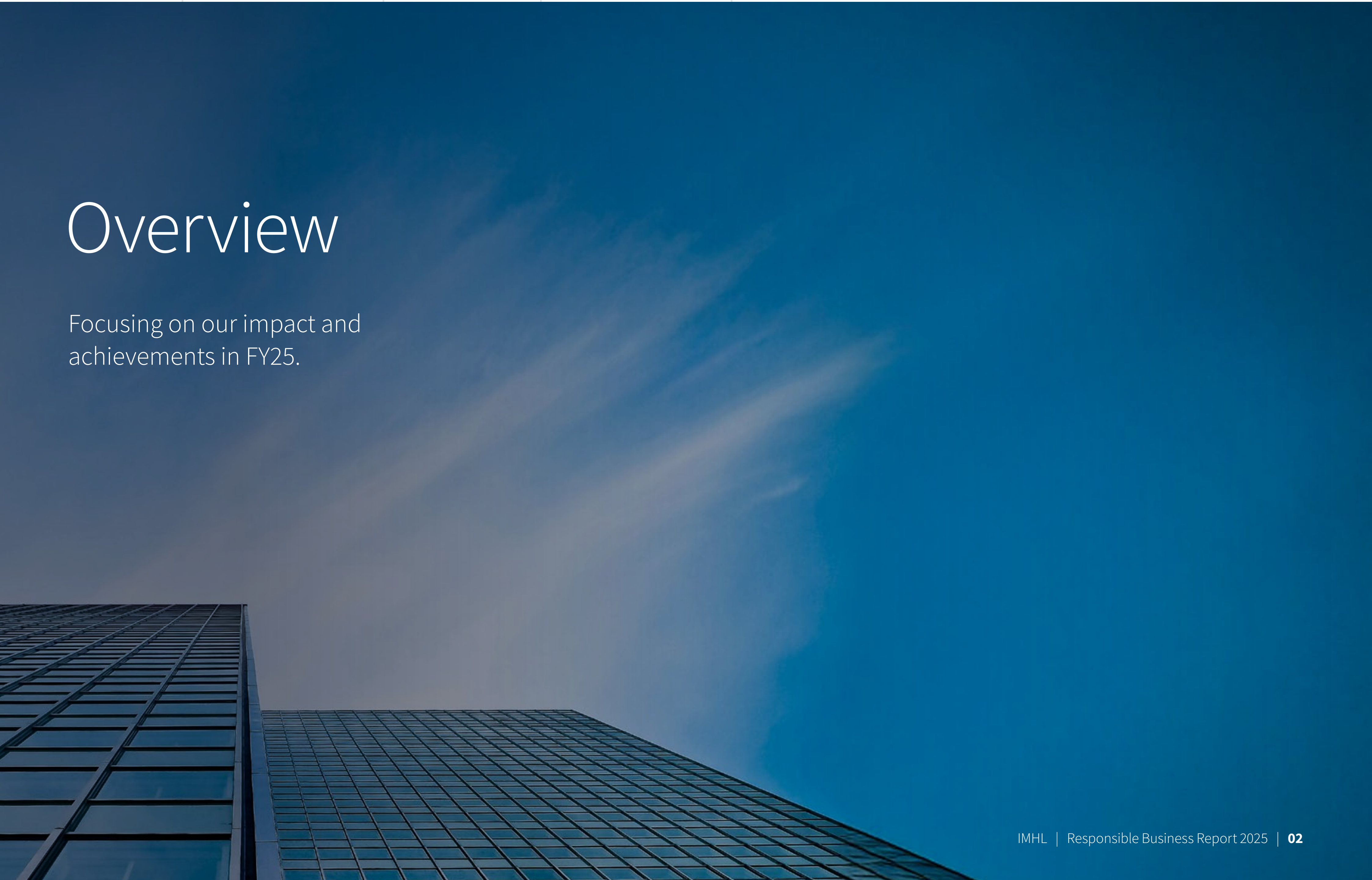


Overview

Focusing on our impact and achievements in FY25.

Our business at a glance

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

We have a trusted brand built on more than 100 years of exceptional client service delivery, supported by our outstanding colleagues and inclusive culture.

With 24 UK offices and international reach through a global network of 85 law firms, we are able to serve our clients wherever they are.

£329m+
Turnover in 2025

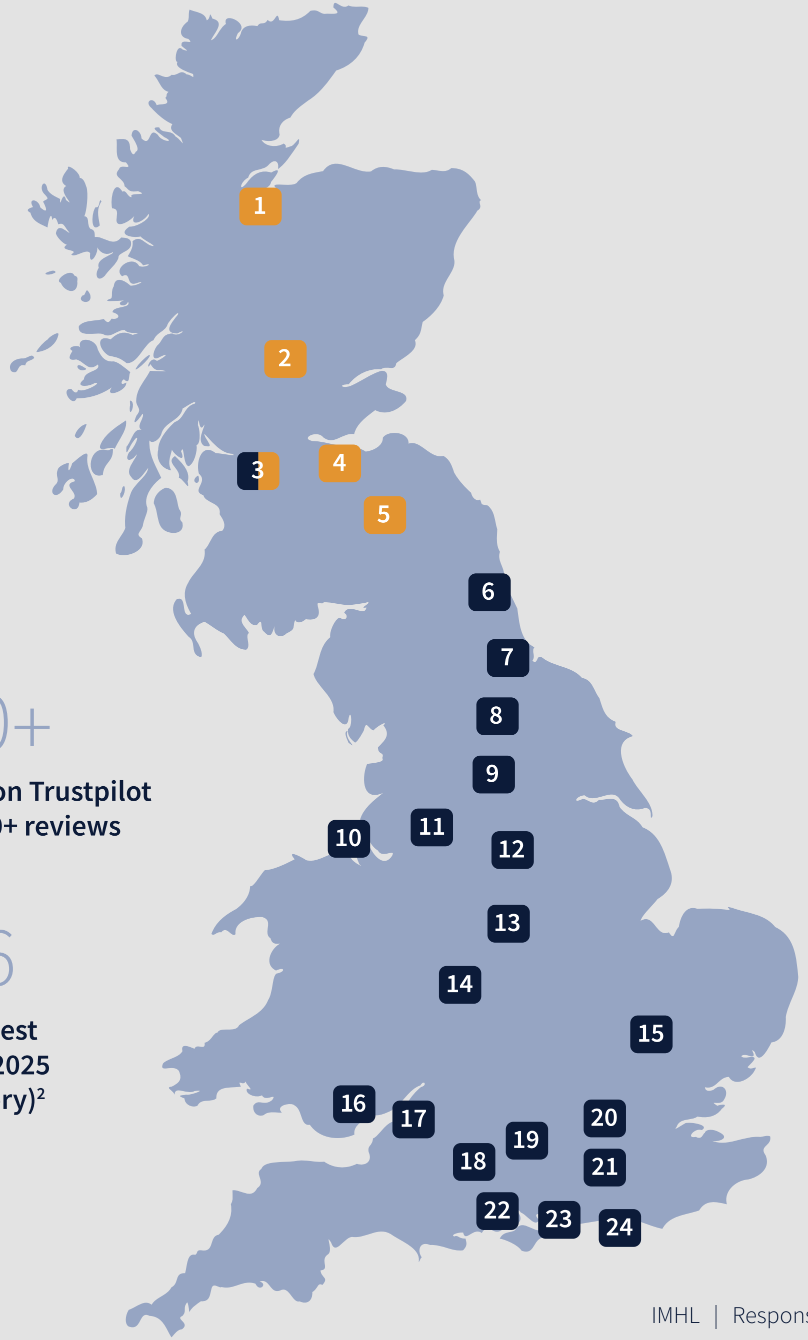
3,000+
Colleagues, including 200+ partners

11,000+
Five-Star rated on Trustpilot based on 11,000+ reviews

£339,991
IM Group and colleague charitable donations and fundraising[1]

Top 25
Leading firm for client services – Legal 500 top 25

Top 26
Sunday Times Best Places to Work 2025 (Very Big category)[2]



OUR BUSINESSES

- Irwin Mitchell
- Wright, Johnston Mackenzie*

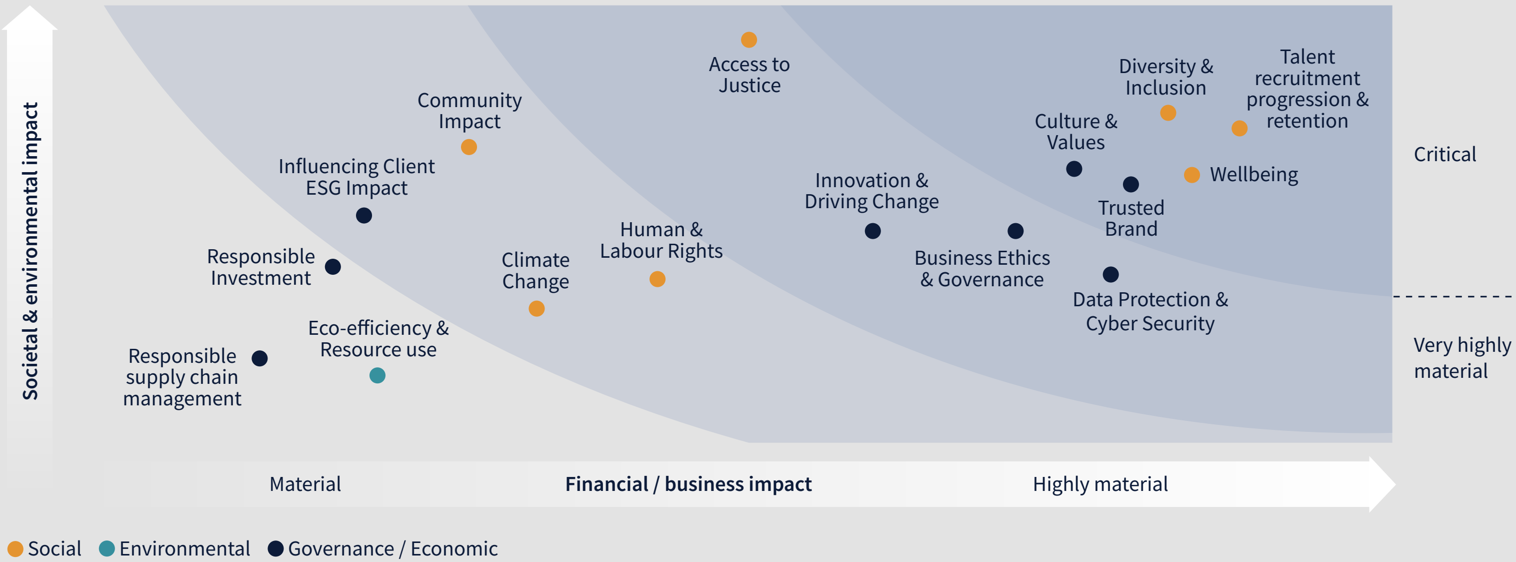
OUR LOCATIONS

1 Inverness
2 Dunblane
3 Glasgow
4 Edinburgh
5 Galashiels
6 Newcastle
7 Middlesbrough
8 North Yorkshire
9 Leeds
10 Liverpool
11 Manchester
12 Sheffield
13 Nottingham
14 Birmingham
15 Cambridge
16 Cardiff
17 Bristol
18 Reading
19 Newbury
20 London
21 Gatwick
22 Southampton
23 Chichester
24 Brighton

*Invested in by Irwin Mitchell

[1] This figure includes funds donated by colleagues and Irwin Mitchell to the IMCF and other charities. It excludes funds donated to good causes by the IMCF.
[2] The only law firm to appear in the top 26 very big organisations (more than 2,000 employees) category.

Deepening our focus and maximising impact



From climate pressures to geopolitical tensions, these evolving global challenges continue to test stakeholder trust and require us to respond with an unwavering commitment to our values, and doing business in an ethical, sustainable and inclusive way.

FY25 has been a transformative year for Irwin Mitchell, marked by major organisational change and the launch of new ambitious strategic priorities. We have built on FY24's foundations, continuing to use the findings of our double materiality matrix (see graph above) to identify the key environmental, social and governance (ESG) risks and opportunities for our business. A standout development this year has been the integration of premises management, health and safety, and facilities teams as part of our wider Responsible Business and Sustainability team. This closer alignment has strengthened our ability to embed inclusion and sustainability into every aspect of workplace management – from our London office transformation (page 11), to our approach to accessibility, wellbeing and safety (page 12), and our efforts to improve our environmental impact (pages 14-19).

Our commitment to doing business responsibly remains at the heart of everything we do, it is how we do business and drives us to continually improve and innovate, working in collaboration with our colleagues, clients, suppliers, and communities. We are proud of the progress we have made but recognise that FY26 will present new challenges and it is more important than ever that we work together to face them head on.

Kate Fergusson,
Director of Responsible Business and Sustainability

"As executive sponsor I am proud of our commitment to doing business responsibly and will continue to place ESG issues at the heart of our strategy and approach. We're looking forward to building on our progress and creating more positive impacts together with our stakeholders in the year ahead."

Richard Allen,
Chief Financial & Operating Officer

Our stakeholder-led approach to responsible business

In FY24, we engaged over 100 of our stakeholders, ranging from clients and suppliers to colleagues and our community partners, to identify the most significant ESG risks and opportunities for our business, through our double materiality assessment (page 4).

Our 16 material issues are now encompassed under four focus areas.

While we recognise we're already making an impact against many of the United Nation's Sustainable Development Goals (SDGs), we've also used our materiality results to identify the goals most relevant to our business, and those we can make the greatest contribution towards.

OUR FOCUS AREAS

Protecting our Planet

Reducing the impacts of climate change through education, responsible consumption and sustainable service and investments.

Progressing Inclusion and Wellbeing

Improving wellbeing and diversity through our services, values-driven culture and sustainable and inclusive employment.

Empowering our Communities

Reducing inequalities through education, employability and by widening access to justice.

Building Organisational Resilience

Developing a healthy and resilient organisation through a focus on ethical, accountable and inclusive governance.

PRIORITY SUSTAINABLE DEVELOPMENT GOALS

13 CLIMATE ACTION
Take urgent action to combat climate change and its impacts.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Ensure sustainable consumption and production patterns.

3 GOOD HEALTH AND WELL-BEING
Ensure healthy lives and promote well-being for all at all ages.

10 REDUCED INEQUALITIES
Reduce inequality within and amongst countries.

8 DECENT WORK AND ECONOMIC GROWTH
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions.

Reaffirming our commitment to The Ten Principles of the United Nations Global Compact

WE SUPPORT UN GLOBAL COMPACT

HUMAN RIGHTS

Principle 1

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

Principle 2

Make sure that they are not complicit in human rights abuses.

LABOUR

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4

The elimination of all forms of forced and compulsory labour.

Principle 5

The effective abolition of child labour; and

Principle 6

The elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

Principle 7

Businesses should support a precautionary approach to environmental challenges.

Principle 8

Undertake initiatives to promote greater environmental responsibility; and

Principle 9

Encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

Principle 10

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

“I’m proud to reaffirm our commitment to The Ten Principles of the United Nations Global Compact, which champion human rights, labour standards, environmental stewardship and anti-corruption. We continue to align our approach with the Sustainable Development Goals (SDGs), which provides a universal framework for transformative action. In particular, Goal 17 underscores the importance of partnerships, and we are committed to collaborating with others to achieve these ambitious targets.”

Craig Marshall, Group CEO

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

un.org/sustainabledevelopment

Explore our progress in each area and in relation to our priority goals throughout this report.

Further insights are available the **Irwin Mitchell Responsible Business webpages.**

FY25 highlights

BUILDING ORGANISATIONAL RESILIENCE

Top 35% (83rd percentile), Bronze Award – EcoVadis
September 2025

Living Wage Employer
(since October 2024)

DRIVING INCLUSION AND WELLBEING

Top 26 Sunday Times Best Places to Work 2025
(Very Big category)

Achieved Disability Confident Level 3
(Leader)

PROTECTING OUR PLANET

↓78%

Achieved our FY27 Scope 1 and 2 greenhouse gas (GHG) emissions target **three years early** with a **reduction of 78%** (FY25 Vs FY20)

↓8%

Year-on-year reduction in office energy use
(FY25 Vs FY24)

EMPOWERING OUR COMMUNITIES

Ranked 56th –
Social Mobility Employers Index 2024

6,917hrs

contributed by colleagues through volunteering, fundraising, and skills-based activities

Building Organisational Resilience

Developing a healthy and resilient organisation through a focus on ethical, accountable and inclusive governance.

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Enhancing our approach to governance

We believe that strong business ethics and a robust approach to governance are key to a healthy, resilient organisation and its long-term sustainability.

In FY25, we refreshed our ESG governance framework as part of a Group-wide review to enhance accountability and efficiency. This has enabled us to create a new Responsible Business Steering Group (RBSG) with a membership including key stakeholders for different aspects of our ESG work, chaired by our Chief Financial and Operating Officer. Progress is reported quarterly to the Irwin Mitchell LLP Board, and to the Irwin Mitchell Holdings Board.

We've also established two new groups – the Net-Zero Forum and D&I Forum – replacing previous groups and reporting into the RBSG, ensuring joined up delivery of our ESG plans. This is in addition to our Ethics and Commercial Decisions Forum (ECDF), comprised of senior leaders from across the business who consider requests for ethical guidance, for example, around client and supplier onboarding and Business Development and Marketing initiatives. In FY25, we also refreshed the Community Investment Forum, expanding opportunities for colleagues to engage in initiatives led by charity partners, and continuing its collaboration with the Irwin Mitchell Charities Foundation (IMCF) as an independent entity.

EMBEDDING ETHICS ACROSS OUR ORGANISATION

Guided by a comprehensive suite of policies, our Code of Ethics outlines the core principles we uphold when working with people and organisations.

We've built a framework for ethical decision making – including escalation mechanisms via the ECDF – and introduced a Business Ethics masterclass to support this.

In FY25, we made ethics training mandatory for all colleagues. The content was tailored to address high-risk areas and included relatable scenarios for both client- and non-client facing roles. We're now considering how best to share these learnings more widely.

KEY HIGHLIGHTS

- **High colleague completion rate** of Ethics Training.
- Since its launch, the **Ethics and Commercial Decisions Forum** has become a trusted and consistently used channel for **resolving ethics related issues.**
- New feedback mechanisms introduced to **improve workplace culture**.
- All colleagues in key roles **trained to identify possible indicators** of and risks around modern slavery.

Responsible procurement and supply chain management

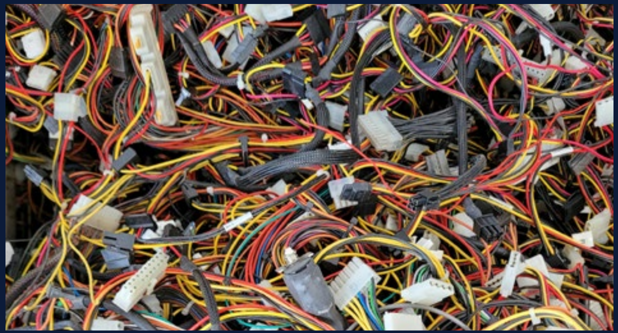
We are committed to creating a positive impact through procurement and managing our supplier relationships in an inclusive, sustainable, and ethical way as highlighted in our Supplier Code of Conduct.

We recognise and embrace our role in positively influencing ESG maturity levels within our supply chain and use tools such as our Sustainable Procurement Policy, Due Diligence Questionnaire, and regular review meetings to ensure our suppliers meet our required standards and can demonstrate progress in their responsible business performance.

In FY26, we will launch 'Smart Procurement' a new business-wide platform that supports procurement, supplier relationship management and financial operations. Smart Procurement will improve how we work, making our business more efficient, minimising risk and helping ensure we're compliant with our policies, legal, and regulatory requirements. It will also enhance how we interact with our suppliers and can be used in managing disbursements and counsels' fees. Once implemented, our aim is to use the system to measure supplier diversity and identify opportunities to support diverse owned businesses.

CASE STUDY

Driving digital inclusion and circularity through our supply chain



In FY25, we prevented 11.6 tonnes of e-waste from reaching landfill through a reuse and recycling programme, equivalent in weight to four adult rhinos.

To embed circularity into our operations, we partnered with N2S, specialists in technology circular economy services focused on sustainability, security, and compliance. They helped us collect 1,500 pieces of retired IT equipment and were able to ensure that half was reused, with the remainder recycled resulting in zero waste to landfill, a reduction in water use and supporting our Net-Zero 2040 ambition. We've also worked closely with IT suppliers to ensure our new technology is circular-by-design.

With 7.9 million adults lacking adequate digital skills[3], our recycling and reuse programme raised £75,000 which has been donated to Maggie's, Teenage Cancer Trust and the National Literacy Trust to support digital inclusion initiatives. The IMCF match funded this bringing the total donated to our charity partners thanks to the programme to £150,000 (see more on page 33).

"This project is a great example of the power of collaborative and innovative partnerships. The amazing outcomes we've achieved together with our suppliers and charity partners would not have been possible without the passion and tenacity of everyone involved when it comes to making a positive impact on people and planet."

Nirupa Wikramanayake, Group Chief Information Officer

[3]Digital Nation 2025, The Good Things Foundation, 10 July 2025

Creating inclusive and sustainable workplaces

In FY25, we began fitting out our new London office at The Northcliffe, EC4; designed with expert insight and colleagues' and clients' lived experiences to embed wellbeing, inclusion, and sustainability throughout.

The Northcliffe is a BREEAM Excellent building (targeting Outstanding), reflecting best practice in environmental performance. Its design maximises natural light and greenery, and offers colleagues access to an outdoor space via a communal roof terrace.

The office fit-out was designed to achieve a Gold SKA sustainability rating and was implemented using circular economy principles as a core objective, including: at least 97% of waste being diverted from landfill; re-use or repurpose of existing materials; and the use of carpet & tiling with high recycled content. Features include braille signage, height adjustable desks, a family-friendly meeting space, first aid room and private space for breastfeeding. Wellbeing and multi-faith rooms, designed with input from diversity network colleagues, are accessible to staff and visitors and include ritual washing facilities.

The renovation of The Northcliffe includes several accessibility features to ensure easy navigation and inclusivity. These features include lifts to all floors, clear signage, contrasting floor materials, and accessible toilets. The main entrance has wheelchair-friendly doors, and the ground floor reception has a hearing loop.

Additionally, we have introduced a new accessibility guide to the office on our website to assist visitors planning their travel and ensure they have the best experience possible at The Northcliffe.

Embedding health, safety and wellbeing

We're adopting a multi-disciplinary, cross departmental approach to creating the most accessible, safe, and inclusive workplaces we can.

We're committed to investigating and understanding the causes of workplace illnesses and accidents so we can minimise the risk of these occurring in the future. Our Health and Safety Policy sets out our robust approach, providing confirmation of roles and responsibilities, our statement of intent and control mechanisms, reporting processes and detailed information in relation to our approach to areas such as fire safety, display screen equipment (DSE), lone working, first aid, water risk assessments and management of stress. In FY25, we improved our process for making workplace adjustments, running monthly adjustment check-ins to discuss issues and/or concerns relating to colleagues and any support required.

"Over the last 12 months, we've placed greater emphasis on data analysis and reporting, helping us identify trends and create safer, more inclusive spaces for colleagues, clients and visitors."

Wendy Hudson, Head of Facilities and Premises Management

ENHANCING REPORTING AND SAFETY SUPPORT

In FY25, we introduced an automated system to streamline compliance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) – and recorded zero incidents during the year.

All new starters are asked to complete online Display Screen Equipment (DSE) assessments and attend in-person safety orientations at their local offices. Ongoing support is delivered by health and safety representatives, first aiders and fire wardens. We continue to provide quarterly health and safety updates to senior management, with highlights for FY25 shared on page 13.

Our performance data

FOCUS AREA	MEASURE	2024/25	2023/24	2022/23
Building Organisational Resilience Developing healthy and resilient organisations through a focus on ethical, accountable, and inclusive governance	**Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) related incidents**	0[4]	N/A	N/A
	Accidents and near misses reported across all locations	3	N/A	N/A
	EcoVadis Score – Sustainability Assessment Rating	Bronze	Gold	Silver

[4]Starting point FY25.

Protecting our Planet

Reducing the impacts of climate change through education, responsible consumption, and sustainable services.

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Our Roadmap to Net-Zero

2023
Near-term and Net-Zero targets successfully validated with the Science Based Targets initiative (SBTi).
ACHIEVED ✔

2025
100% renewable electricity across leasehold offices by 2025.
ACHIEVED ✔

WE ARE HERE

2027
Irwin Mitchell commits to reduce absolute Scope 1 and 2 GHG emissions 60% by FY27 from a FY20 base year.
ACHIEVED ✔

2030
Irwin Mitchell commits to reduce absolute Scope 3 GHG emissions 50% by FY30 from a FY20 base year.

2040
Irwin Mitchell commits to reach Net-Zero GHG emissions across the value chain by FY40.

Net-Zero

Our Roadmap to Net-Zero outlines key milestones verified by the Science Based Targets initiative (SBTi), reflecting our commitment to Sustainable Development Goal 13: Climate Action and the Ten Principles of the United Nations Global Compact.

In FY25, we achieved our FY27 Scope 1 and 2 emissions target three years early – reducing emissions by 78% (vs FY20). Office electricity consumption reduced by a further 8% since last year.

This year, we engaged stakeholders to shape our Net-Zero Transition Plan and clarify how we'll meet our 2040 goal. With emissions from business travel continuing to rise, we've developed a new Sustainable Travel Policy for rollout in FY26. We've updated progress across our Net-Zero focus areas – Energy, Fuel, Business Travel, Supply chain and Stakeholder Engagement – to reflect our environmental approach.

We also completed ISO audits of our Energy and Environmental Management System (EEMS) and conducted office-wide energy reviews. Our EEMS tracks broader environmental impacts, including water, waste, and circular economy initiatives like repurposing equipment. In FY25, we laid the groundwork to include waste and water reporting where possible from FY26.

CASE STUDY:
Supporting Nature and Biodiversity

Led by Partner Sam Knight, our environmental law team is pioneering work in Biodiversity Net Gain (BNG) and Nutrient Neutrality, advising developers and landowners on enhancing habitats and protecting water bodies. Sam advises on nutrient neutrality and biodiversity net gain offsite schemes across the country. The team collaborates with habitat bank operators including Wild Capital. Recent work includes advising a wildlife Trust on becoming a responsible body under the Environment Act 2021 and advising on their conservation covenants.

Our Net-Zero focus area actions

SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS	KEY ACTIVITIES	STATUS
Energy	• Implement energy efficiency measures identified as part of the ESOS (Energy Savings Opportunity Scheme) Phase 3 Action Plan	In Progress
	• Use Net-Zero as a central principle of our property strategy and data centre plans	In Progress
	• Ensure sustainability is a key factor in all office leasing, fit-outs, and operational decisions	In Progress
Vehicle Fleet	• Continue to implement changes to policy, including a mandated CO2e emissions limit for all new vehicle orders	Completed
	• Apply the principles of the new Sustainable Travel Policy to the Partner vehicle fleet	Planned

SCOPE 3 GREENHOUSE GAS EMISSIONS	KEY ACTIVITIES	
Business Travel	• Develop and publish a new Sustainable Travel Policy	In Progress
	• Continue to leverage the benefits of hybrid working	In Progress
	• Invest in technology to support with virtual and hybrid meetings	In Progress
Supply Chain	• Engage with our strategic partners on climate action	In Progress
	• Formalise our supply chain sustainability activities through further development of our sustainable procurement procedures – for example by integrating environmental indicators into new systems	In Progress
Stakeholder Engagement	• Support our clients with their own Net-Zero transition, via our ESG proposition and services	In Progress
	• Promote climate awareness to our key stakeholders – our clients, colleagues and across our communities	In Progress
	• Inspire our colleagues to take climate action – for example via paperless working, waste reduction and community volunteering	In Progress
	• Launch a new Electric Vehicle (EV) salary sacrifice scheme for our colleagues	Completed

Streamlined Energy and Carbon Reporting (SECR)

We report our GHG emissions using the revised edition of the GHG Protocol Corporate Accounting and Reporting Standard, the GHG Protocol Scope 2 Guidance and the UK Government Guidance on Streamlined Energy and Carbon Reporting.

SCOPE 1 AND 2 GHG EMISSIONS

We continue to adopt the reporting approach updated in 2024 that is reflective of good practice; including both location and market-based emissions (where ‘market-based’ reflects electricity supplies backed by Renewable Energy Guarantees of Origin ‘REGO’ certificates). 100% of our leasehold office energy is now backed by REGO certificates.

↓8%

reduction in electricity consumption in FY25

Whilst an 8% reduction in electricity consumption was achieved in FY25, we continue to explore energy efficiency opportunities in FY26 in line with Phase 4 of the Energy Savings Opportunity Scheme (ESOS) and working in collaboration with our leasehold office landlords, Integrated Facilities Management Provider, and serviced office providers.

In FY25, 70% of our Partner fleet vehicles were either hybrid or fully electric – a direct result of internal policy changes implemented in January 2025. Our policy ensures a complete transition to electric and hybrid vehicles by 2029.

SCOPE 3 GHG EMISSIONS

In FY25, the increase we’ve seen in business travel emissions post-pandemic began to slow (2% increase compared to 7% in FY24). However, this category remains a key focus area of our Net-Zero Transition Plan and in FY26, we will make significant policy changes to address this trend.

In FY26, we are committed to a full, third-party assessment of our Corporate Carbon Footprint and additionally aim to achieve independent verification of our GHG inventory to a reasonable level of assurance. This will enable reporting of additional Scope 3 emission categories in future years and transparency of progress against our Roadmap to Net-Zero.

Our performance data

FOCUS AREA	MEASURE
Protecting our Planet Reducing the impacts of climate change through education, responsible consumption, and sustainable services	**Streamlined Energy and Carbon Reporting (SECR)** **Greenhouse Gas (GHG) emissions and energy usage data for FY25, FY24 and baseline year FY20**

	FY25	FY24	FY20	% change FY25 Vs FY24	% change FY25 Vs FY20
Scope 1 – Gas	1	2	40	-50%	-98%
Scope 1 – Fuel for transport	725	768	1,008	-6%	-28%
Scope 2 – Electricity (location-based)	632	687	1,253	-8%	-50%
Scope 2 – Electricity (market-based)	32	40	1,253	-20%	-97%
Total Scope 1 and 2 (location-based)	1,357	1,456	2,301	-7%	-41%
Total Scope 1 and 2 (market-based)	789	850	3,554	-7%	-78%
Scope 3 – Business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel	233	233	217	0%	+7%
Total CO2e emissions	1,590	1,689	2,518	-6%	-37%
Total energy use (kWh)	3,054,235	3,324,898	5,267,662	-8%	-37%
Employee emissions intensity (Tonnes CO2e/FTE)	0.48	0.53	0.82	-9%	-41%
Office space emissions intensity (Tonnes CO2e/m^2)	0.05	0.06	0.06	-17%	-17%
Revenue emissions intensity (Tonnes CO2e/£m revenue)	4.8	5.6	9.3	-14%	-48%

Our performance data continued

THEME	FY25	FY24	FY20 BASELINE	% CHANGE FY25 Vs FY24	% CHANGE FY25 Vs FY20
Black and white sheets printed	4,266,083	3,904,567	57,119,957	+9%	-93%
Colour sheets printed	4,945,959	4,325,112	9,829,217	+14%	-50%
Total sheets printed	9,212,042	8,229,679	66,949,174	+1%	-86%
Travel booked via travel management company (CO2e tonnes)	492	484	550	+2%	-11%
					PERCENTAGE POINT CHANGE
Combustion engine vehicles in car fleet	31%	50%	100%	-19	-79
Hybrid vehicles in car fleet	53%	35%	0%	+18	+53
Electric vehicles in car fleet	17%	15%	0%	+2	+53

Progressing Inclusion and Wellbeing

Improving wellbeing and diversity through our services, values-driven culture, and sustainable and inclusive employment.

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Our commitment to creating a diverse and inclusive culture

EMBEDDING DE&I ACROSS OUR ORGANISATION

Our commitment to diversity, equity, and inclusion (DE&I) is integrated into our policies, processes and day-to-day decisions – for our colleagues, clients, and communities alike.

We continue to focus on five priority areas:

1. Inclusive communities
Aligning network groups, volunteering and Early Careers programmes to support under-represented young people

2. Client experience
Partnering with clients on DE&I initiatives and sharing best practice

3. Inclusive culture
Fostering an environment where everyone can be themselves, act as allies, and raise concerns safely

4. Visible leadership
Supporting leaders to embed inclusive behaviours into their work

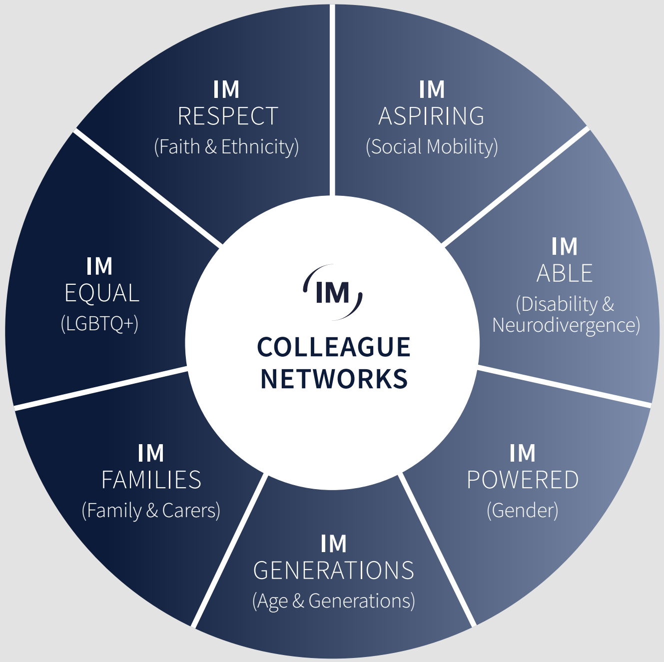
5. Fair processes
Ensuring consistency and equity across our systems

Throughout the year, we've grown programmes aimed at recruiting, developing and retaining talent from underrepresented backgrounds. Alongside representation data and people metrics, we value the lived experiences of colleagues – shared through our seven diversity networks, which foster feedback, peer support, and awareness.

In 2024, former Regional Managing Partner for London, Alison Eddy, stepped into a new role as Partner Ambassador for Inclusion. She links our internal DE&I activities to clients and communities, championing inclusive messaging and leading collaborative initiatives.

"I champion diversity, inclusion and social mobility in the legal sector and beyond. Internally, I support our networks to help diverse talent thrive. Externally, I mentor students, collaborate with organisations, and share our journey to gender parity at partner level. My mantra is listen and learn."

Alison Eddy,
Partner Ambassador for Inclusion



Partnerships, data, and awards

PROGRESSING INCLUSIVE EMPLOYMENT

In 2024, we joined Inclusive Employers, gaining access to expert support across all aspects of DE&I. This complements our existing partnerships with Business in the Community (BITC), Business Disability Forum, and Evenbreak, enabling us to accelerate progress across key inclusion initiatives.

Our efforts have led to national recognition, including:

Winning the Recruitment Industry Disability Initiative Award for Creating Disability Confident Recruiters, recognised for our collaboration with social enterprise Evenbreak, which supports disabled job seekers.

Winning Disability Initiative of the Year at the Women & Diversity in Law Awards for improving the candidate experience for disabled applicants.

We also improved our Social Mobility Employer Index ranking through expanded outreach, broader work experience opportunities and proactive data analysis.

In a further step toward transparency, we calculated our class pay gap for the first time, with plans to begin reporting in 2026.

"We're proud of the progress we've made, but we know inclusion is an ongoing journey. We're committed to listening, learning, and creating fair opportunities so every candidate feels they belong and can thrive. That's central to our culture of equity and respect."

Sarah Marriott, HR Director

Key highlights

DISABILITY CONFIDENT

We're proud to have achieved Disability Confident Level 3 Leader status, the highest level, recognising our efforts to build an inclusive workplace for disabled colleagues.

As of March 2025, of the 19,000 UK employers in the scheme, only 3.5% hold Leader status, including fewer than 10 law firms. As members since 2019, the scheme forms a key part of our responsible business commitment. Reaching Leader status reflects collaborative efforts across our Responsible Business, Facilities, HR, IT, and Recruitment & Onboarding teams and showcases our firm-wide dedication to inclusion. Changes included working with Evenbreak to advertise directly to disabled jobseekers, refreshing our process, language and advertising, as well as delivering training for colleagues in recruitment and beyond.

"This recognition reflects our commitment to inclusion and accessibility. It's a milestone, not a finish line, and we'll continue supporting disabled colleagues and meeting the diverse needs of our clients."

Will Noel-Flint,
Diversity & Inclusion Manager

INCLUSIVE RECRUITMENT

In early 2025, we launched a recruitment audit led by Inclusive Employers to help attract and retain diverse talent.

The review, part of a broader recruitment strategy, examined Early Careers and Lateral Hires processes to identify and address potential bias. It included a full review of written materials, guidance and process maps, plus focus groups with stakeholders.

The audit's recommendations will shape an action plan for the years ahead.

"Auditing Irwin Mitchell's recruitment practices was a strategic step toward advancing equity. They've made progress in diverse hiring, and their openness to improvement shows real commitment. We're excited to support them in actioning the recommendations."

Rosie Clarke, Principal Consultant,
Inclusive Employers

Delivering inclusive legal services for our clients

ADVOCATING FOR SOUTH ASIAN MATERNAL HEALTH

Equitable, safe maternity care should be a right for all women and remains a key focus of Sustainable Development Goal 3: Good Health and Wellbeing.

We represent hundreds of mothers and parents impacted by stillbirth, neonatal death, birth and maternal injuries. While securing justice and long-term support for our clients, we're also tackling the root causes of healthcare disparities affecting women by raising awareness, sharing best practice, and driving lasting improvements in maternity and gynaecological care.

As part of this work, Geeta Nayar, Senior Associate in our Medical Negligence team, led the UK's first South Asian Maternal Health Conference at the Royal College of Obstetricians and Gynaecologists in June 2024.

The event united policy makers, health professionals, charities, and women with lived experience to shape national policy and support health equity.

"We have shared our ongoing campaigning work at major health conferences and through our vital patient safety and advocacy work, we are authentically widening our engagement with underrepresented communities. We are aiming to provide equity of justice alongside equity of healthcare to women who have experienced adverse maternal outcomes whilst creating positive and systemic change for future generations."

Geeta Nayar,
Senior Associate

EXPANDING OUR SERVICES TO REACH NEW COMMUNITIES

Since qualifying, Family team Solicitor Sarah Al-Jourani has led the launch of Sharia-compliant family law services.

Demand from the Islamic community continues to grow, driven by limited access to legal specialists. Sarah is committed to recognising and respecting clients' religious and spiritual beliefs in family law, particularly during significant life events such as marriage or divorce.

Her expertise sees her regularly invited to speak at panels, talks, and lectures in the UK and abroad, raising awareness and sharing insight. Sarah also partners with charities like the Muslim Women's Network to offer free support via their helpline. In recognition of her work, she was appointed G100 UK Chair for Inter-Cultural Dialogue.

"I couldn't be more pleased with the support I've had from Irwin Mitchell, and the community in general, in spreading knowledge about this very complicated but important area of law. Muslims are often unsure of the legal impact of their marriages and divorces which can have life changing consequences, and I feel so strongly about education within the community."

Sarah Al-Jourani,
Solicitor

Celebrating our people

BUSINESS IN THE COMMUNITY (BITC) RACE AT WORK CHARTER

As part of our Life at Irwin Mitchell campaign and in celebration of Black History Month, we hosted candid conversations with Black colleagues to discuss the collective effort needed to combat racism and break down barriers within the legal sector.

The first of a three-part video series spotlighted key challenges and celebrated role models, including Partner Angela Jackman KC (Hon).

BUSINESS IN THE COMMUNITY

Race at Work Charter signatory

We also shared a progress update on our BITC Race at Work Charter commitments, which include:

Appointing Richard Allen, CFO and COO, as Executive Sponsor for race and ethnicity

Delivering anti-racist leadership sessions facilitated by an external DEI expert

Relaunching our reciprocal mentoring scheme, pairing ethnic minority colleagues with senior leaders, now involving 40+ participants

"I think it's really important that we have these difficult conversations about race. Whilst it can make people feel uncomfortable and these topics can be seen as sensitive, if we don't speak about these issues, what is happening, and the experiences of minority ethnic people, then we can't make it better."

Rhuma Russell-Longden, Funding Team Leader

Listen to our colleagues celebrating Black History Month and sharing their experiences.

PRIDE IN OUR COMMUNITIES

Championing our colleagues and clients for who they are remains central to our commitment to inclusion, with Pride playing a key role for our LGBTQ+ community.

In 2024, colleagues proudly joined clients and charity partners at Pride events nationwide, including Birmingham, Newcastle, Sheffield and Didsbury, where we were lead sponsor.

Beyond Pride, our LGBTQ+ network, IM Equal, ran events and workshops focusing on sexual orientation and gender reassignment, including a London drag quiz night which raised funds for London Friend, a charity supporting LGBTQ+ health and wellbeing.

WIDENING ACCESS TO THE LEGAL SECTOR

Tailoring our approach to wellbeing

In FY25, we took part in the Sunday Times Best Places to Work assessment and we're proud to be the only law firm to appear in the top 26 very big organisations (more than 2,000 employees) category.

Maintaining a healthy working environment that supports colleague wellbeing was identified as a key priority. We're using the insights from this process to drive continuous improvement within colleague wellbeing. In partnership with Business in the Community (BITC), we developed a clear Wellbeing plan with defined goals to strengthen our approach. These goals aim to boost connectivity, ensure our support is visible, targeted, and meets the needs of our people.

Following the Solicitors' Regulation Authority (SRA) 2024 consultation on toxic workplace environments, new guidance and updates to the Code of Conduct were issued. These informed our own review of culture and led to a recommendation for additional training – helping colleagues uphold our values and Code of Ethics, and challenge inappropriate behaviours. In response, we introduced training for all line managers and senior leaders to understand and embed the SRA changes and reinforce our own policies. This rollout is supported by ongoing analysis of management data, surveys and colleague feedback, reported regularly to senior leadership to identify risks and opportunities.

THE SUNDAY TIMES
T Best Places to Work 2025
VERY BIG ORGANISATION

THROUGHOUT FY25, WE CONTINUED TO:

- Deliver tailored workshops to help colleagues manage and prioritise work, and balance individual needs
- Develop Imposter Syndrome workshops (to launch in FY26) to help colleagues perform with confidence
- Invest in our Healthy Minds Advocates and Mental Health First Aiders with refresher training
- Refresh our performance approach so that colleagues have clearer priorities focused on 3-5 goals (max), enabling them to better manage their workloads
- Improve wellbeing conversations through standardised 121s in legal teams and encourage use of Wellbeing Passports
- Deliver bespoke training for teams managing vicarious trauma
- Update our Westfield Health package and expand support via Aviva DigiCare+ and Aviva Digital GP, which includes menopause-specific resources
- Offer colleagues a Wellbeing Passport to help them record reasonable adjustments with their line managers

Our performance data

This year's figures in the table below reflect several changes to our methodology. A one-off £900 cost-of-living payment in 2022/23 decreased that year's pay gap. We've updated our ethnicity pay and bonus gap calculations in line with 2023 government guidance, improving comparability. Representation figures now exclude non-respondents, based on a 70% response rate, which may affect year-on-year comparisons.

FOCUS AREA	MEASURE	2024/25	2023/24	2022/23
Progressing Inclusion and Wellbeing Improving wellbeing and diversity through our services, values-driven culture, and sustainable and inclusive employment	**Gender Pay Gap (mean average) data for LLP only**	14.3%	12.4%	9.7%
	Percentage of women in partnership roles	55.3%	52.8%	52.3%
	Ethnicity Pay Gap (mean average) data for LLP only	0.46%	-5.3%	-6.4%
	Percentage of colleagues from minority ethnic backgrounds (excluding white minority ethnic groups) in partnership roles	9.7%	5.9%	5.4%
	Percentage of colleagues from minority ethnic backgrounds (excluding white minority ethnic groups)	12.0%	8.4%	8.3%
	Percentage of colleagues who are LGB+ (lesbian, gay, bisexual, or other sexual orientation)	5.3%	4.2%	4.1%
	Percentage of colleagues with one or more disabilities	3.6%	2.2%	1.7%
	Percentage of colleagues from a lower socio-economic background	32.1%	17.7%	18.4%

Empowering our Communities

Reducing inequalities through education, employability and by widening access to justice.

8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Deepening our focus on education, employability, and access to justice

We've continued to build on our heritage of community empowerment through strategic charitable partnerships, skills-based volunteering, and pro bono work.

Guided by our FY24 materiality assessment, we focus efforts where they can make the greatest impact, empowering our communities through education, employment, and access to justice.

In FY25, we narrowed the number of initiatives to concentrate on those where we can have the greatest impact, ensuring our resources were directed to the most meaningful opportunities. We launched new partnerships with Governors for Schools and Chapter One, and continued our work with the Catalyst Collective, PRIME, City St George's, University of London and Envision. We also piloted a work experience programme in Sheffield (see page 31) and continued to work with the IMCF to ensure our financial support is strategically aligned to the most impactful initiatives.

"We've strengthened our strategic partnerships to maximise impact across the communities we serve. In the year ahead, our aim is to create an even greater impact by deepening these relationships and expanding our activities, staying aligned with the issues that matter most to us and our stakeholders."

Clementine Burch,
Pro Bono and Volunteering Programme Manager

Education: empowering the next generation through volunteering

We're proud to partner with a range of organisations that offer our colleagues skills-based volunteering opportunities.

These interventions focus on key educational stages, helping young people develop vital skills and improve academic performance.

By investing in these programmes, we aim to inspire and empower the next generation – creating better life chances for children and young people across the UK.

BUILDING LITERACY THROUGH CHAPTER ONE

Our ongoing partnership with Chapter One aims to build children's confidence and nurture a love of reading from an early age. In FY25, 30 colleagues delivered 585 reading sessions, contributing 227.9 hours to support 34 primary school pupils facing disadvantage. On average, pupils progressed by 3 reading levels. In FY26, we aim to expand the programme and become a Gold Partner, reaching more young readers in communities most in need.

SUPPORTING YOUNG CHANGE-MAKERS WITH ENVISION

We've partnered with Envision since 2022 to deliver mentoring programmes for secondary school students in less-advantaged areas, helping them build confidence and skills by tackling social issues in their communities.

In 2024-2025, 28 colleagues volunteered 225 hours to mentor 50 students guiding them through the design and delivery of social action projects. As well as 96% of students reporting improved confidence, our Birmingham volunteers were honoured with the Mentor Team of the Year Award, their mentees won their Project in the Autumn cohort, and Emma Rush, Partner, won Mentor of the Year.

PARTNERING WITH GOVERNORS FOR SCHOOLS

Our partnership with Governors for Schools enables colleagues to make a meaningful contribution to education and strengthen community links by applying their skills and experience in governance roles.

They play a vital role in ensuring schools are well-managed, accountable, and provide enriching environments for students. Since the partnership launched, we're proud that 5 colleagues have been successfully appointed as school governors through the programme, and have joined our existing network of school governors across the business.

Employment: widening access to the legal sector

As signatories to BITC's Race at Work Charter we are committed to taking action that supports ethnic minority career progression, due to under-representation within both our business and the wider legal sector.

In addition to our internal efforts to address this (as outlined on page 25), since 2022, we've also mentored 85 Black, Asian and Minority Ethnic undergraduates from City St George's, University of London – including 30 during 2024-2025. The programme builds students' confidence, communication, and self-awareness.

"Each session acted as a mini step toward building my confidence and exploring multiple avenues."

Quote from a student mentee from City St George's, University of London

"We are very proud of the numbers of students who have participated in and benefited from the City mentoring programme. It is a two-way relationship, as Irwin Mitchell mentors also speak very positively about how much they learn from their mentees. The programme plays an important role in encouraging and supporting students to pursue a legal career, who might otherwise feel excluded from the profession."

Angela Jackman KC (Hon), Partner (third from left, opposite)

We also continued our collaboration with The Catalyst Collective, which partners Black teenagers and professional Black women mentors across London. We supported 18 young Black women during a law insights day at our London office in October 2024.

Explore our impact and progress towards our Race at Work Charter commitments

PRIME & OUR APPROACH TO WORK EXPERIENCE

As a proud PRIME member for over 12 years, we've delivered meaningful opportunities that improve socio-economic diversity in the legal profession.

This year, colleagues from 8 offices supported 59 PRIME students – offering them an authentic view of life in a law firm. In Sheffield, we piloted an in-person work experience programme for 19 students, including pupils from a local sixth form. Activities included speed networking, debating, and insights from colleagues about various legal career paths.

100%

of students attending our work experience pilot felt supported by colleagues and found the programme relevant to their studies and career goals.

Access to justice: supporting communities through pro bono legal advice

We're committed to making a lasting impact to individuals and charities by delivering free legal advice where it's most needed.

Our membership with LawWorks gives access to a wide range of pro bono opportunities, and as signatories to the Law Society's Pro Bono Charter, we champion pro bono across all areas of our legal services.

In FY25, we continued supporting legal clinics and advice services across the UK – including through our work with the Action Against Medical Accidents (AvMA) Helpline, where 15 colleagues provided 362 hours of volunteer support.

"Pro bono ensures access to justice for everyone. Our volunteers make a real difference – strengthening communities and transforming lives."

Richard Kayser,
National Pro Bono Partner

RECOGNISING OUR PRO BONO WORK

In FY25, Public Law & Human Rights Partner Saoirse de Bont (right) was named Law Firm Individual of the Year at the Greater Manchester Pro Bono Awards. Five of our lawyers were also recognised on the Pro Bono Recognition List of England and Wales, having each delivered 25+ hours of legal advice to those unable to afford support. The Recognition List includes colleagues like Charlotte Stawiska, who represented the family of teenager Emily Burns at her inquest which exposed failings and led to changes in Trust policy, alongside a KC and junior barrister.

YOU CAN READ MORE ABOUT THE CASE HERE

"Emily's parents were facing the inquest alone while grieving. I'm proud to work for a firm that values pro bono and gave me the opportunity to support them."

Charlotte Stawiska, Solicitor

Working with the Irwin Mitchell Charities Foundation (IMCF)

Established by colleagues in 1997, the IMCF is an independent registered charity that helps drive positive change in our communities. Thanks to funds raised predominantly by Irwin Mitchell and its colleagues, the IMCF has donated over £4million to good causes since its inception. The IMCF continues to top up the personal fundraising efforts of Irwin Mitchell colleagues. In FY25, it refocussed its wider charitable giving programme to deepen its social impact across education, employment and access to justice.

STRATEGIC FUNDING WHEN IT'S NEEDED THE MOST

In December 2024, the IMCF donated £150,000 to Crisis and Trussell, continuing its support for homelessness and food poverty during winter when the need is greater.

Crisis used the funding to provide legal advice to 246 individuals facing complex housing issues, and careers guidance to 86 people, which saw three individuals find work and six individuals begin volunteering (to date).

Trussell used its share to expand its Money Matters initiative, helping 437 people access tailored financial advice via food banks and helplines. This unlocked £347,550 in income and helped reduce long-term reliance on emergency aid.

769

individuals estimated to have directly benefited from the IMCF's winter donations, in FY25.

DRIVING CHANGE THROUGH CHARITABLE GRANTS

Since 2022, the IMCF has awarded £557,525 in grants of up to £20,000 to 36 charities – funded by Irwin Mitchell and colleague contributions via the Give As You Earn scheme.

In 2025, £235,250 was shared among 12 charities (below) to support underrepresented groups in building confidence, employability skills, and awareness of their rights.

Funded projects included employability workshops for disabled young people and adults, financial and legal advice for cancer patients, and emotional support for survivors of sexual abuse navigating the justice system.

We will continue to work with the IMCF to monitor impact and champion local charities.

Celebrating our charity partnerships

SUPPORT THROUGH COURT HELPLINE EXPANSION

This year, the IMCF donated £40,000 to Support Through Court to help expand its national helpline – a vital lifeline for individuals navigating the court system without legal representation.

Joanna Gosling, former BBC journalist and Senior Associate Mediator in our Family team, led the charity's Radio 4 appeal to raise further funds and awareness.

"Thanks to our shared commitment to improving access to justice, this funding enabled service expansion and strengthened support for individuals facing court alone – wherever they are."

Liana Telvi-Blom, Deputy Head of Fundraising, Support Through Court

8,700+

support sessions delivered by Support Through Court thanks to IMCF funding

CREATING A POSITIVE IMPACT THROUGH A RANGE OF INITIATIVES

Since launching our partnerships in March 2023, we developed strong relationships with Maggie's, Teenage Cancer Trust, and National Literacy Trust creating a positive impact through a range of fundraising, volunteering and awareness raising initiatives.

During FY25, our three national charity partners received £250,000 in donations – £75,000 from Irwin Mitchell, £28,000 via direct fundraising by employees, and £147,000 from the IMCF, meaning they have now benefitted by over £500,000 since 2023. Evidencing our commitment to sustainability as well as inclusion, this year's total includes £45,000 which was raised by recycling old IT equipment, enabling our charity partners to invest in projects that support digital inclusion.

This funding has enabled:

National Literacy Trust to deliver its work to empower people in the most disadvantaged communities with the literacy skills they need to succeed in life and avoid social and financial exclusion.

This has included the delivery of its Empower programme to 200 vulnerable pupils, improving digital literacy and critical thinking, with 74% now checking news sources and 85% understanding social media's impact on mental wellbeing.

Teenage Cancer Trust to deliver and grow its support services across 28 regions of the UK so no young person feels that they are on their cancer journey on their own. This has included supporting in-patients aged 15 - 24 from South Yorkshire and the expansion of the charity's digital portal to three new hospitals in the West Midlands.

Maggie's to deliver 9,600 cancer support sessions to patients across the UK by trained cancer support specialists, benefits advisors or psychologists. It's also allowed Maggie's to begin the upgrade of 10 visitor computers across seven locations, helping people affected by cancer overcome digital exclusion and access vital financial and emotional support.

"During a challenging time for our communities we're immensely proud of the positive impact we've generated through the Irwin Mitchell Charities Foundation. The Trustees have collaborated with Irwin Mitchell to evolve some of our headline joint initiatives so we can make an even bigger difference by funding projects that help people build better lives through education, employment, and access to justice."

Kate Rawlings, IMCF Trustee

Explore our impact on page 11.

→ **Watch our outgoing charity partners discuss the impact we've created together**

Our performance data

FOCUS AREA	MEASURE	2024/25	2023/24	2022/23
Empowering our Communities Reducing inequalities through education, employability and by widening access to justice	**Percentage of Group colleagues recording volunteering hours (based on an average number of colleagues in a FY)**	25.9%	26.4%	25.9%
	Volunteering hours recorded by colleagues[5]	6,917	7,000	6,345
	Group and colleague charitable donations and fundraising[6]	£339,991[7]	£365,000	£259,000
	Number of new apprentices onboarded during the financial year	34[8]	32	30
	Number of young people from under-represented groups supported through our education and employability partnerships and initiatives[9]	161[9]	91	N/A

[5]We apply a broad definition of volunteering to include fundraising and skills-based activities.

[6]This figure includes funds donated by colleagues and Irwin Mitchell to the IMCF and other charities. It excludes funds donated to good causes by the IMCF.

[7]Excludes additional £500,000 donated from Irwin Mitchell to the IMCF.

[8]In 2024-25, we changed the way we report to focus on the number of new apprentices onboarded during the financial year. Previously we reported on the Total number of apprentices in the business. The data for 2023/24 and 2022/23 now reflects this change.

[9]Includes data from our partnerships with Chapter One, Envision, Catalyst Collective and PRIME initiatives.

Key contact

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

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