trowers & hamlins

Responsible Business Report 2026

Responsible business | *Empowering sustainable growth*

— trowers.com

Contents

3 Introduction

8 Responsible business strategy

11 Inclusion

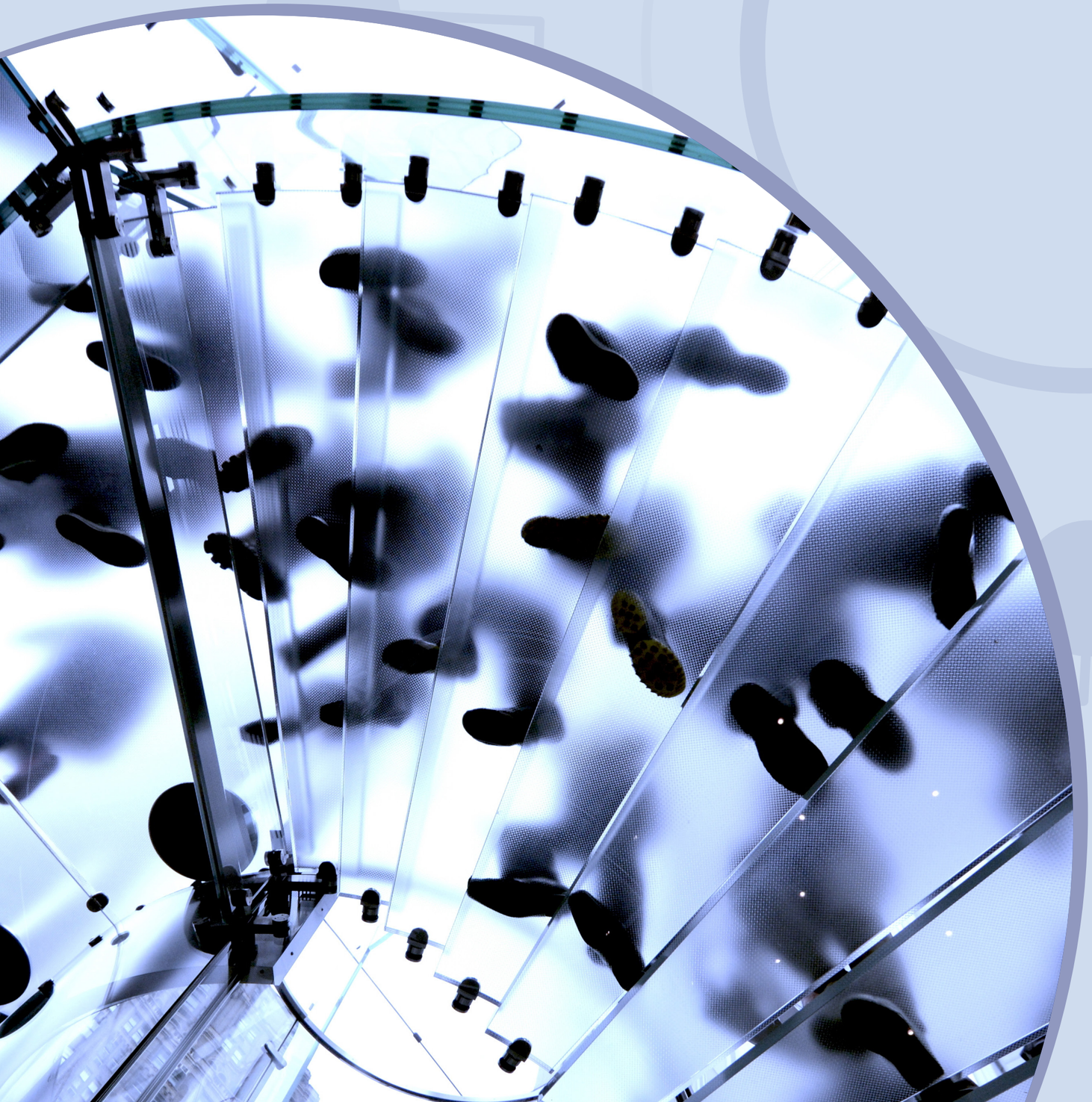
20 Environment

27 Community

30 Client impact and collaboration

32 Appendices





Introduction

About Us

Trowers & Hamlins is an international law firm with more than 175 partners and more than 1,100 people located across 11 offices in the UK, Middle East and Asia. For almost 250 years, we have worked alongside clients to help them navigate change, manage risk and seize new opportunities.

Our purpose is simple: to deliver expert legal solutions through collaboration with our clients. We combine deep sector expertise with a practical, commercial approach, helping organisations respond to some of today's most complex legal, social and environmental challenges.

During our long history, we have held fast to characteristics, such as service, quality, integrity, that have made us not only a leading law firm, but an inclusive and exciting place to work and establish a career. Today, these attributes remain solidly embedded in our culture and our ways of working.

As our business continues to evolve, so too does our understanding of the role we can play in creating positive impact. Whether through supporting clients, developing our people, advancing inclusion, reducing our environmental impact or contributing to our communities, we are committed to building a successful business that delivers long-term value for all our stakeholders.

Trowers at a glance

1777
founded

11
offices
across the UK, Middle East and Asia

People:

175+
partners

540+
lawyers

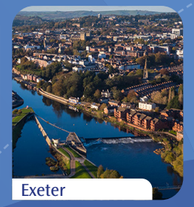
1,100+
talented people


Abu Dhabi


Bahrain


Birmingham


Dubai


Exeter


London


Malaysia


Manchester


Oman


Saudi Arabia


Singapore

Our values

The values that shape our firm – collaboration, innovation, humanity and shared success – guide how we work with our clients, support our people and contribute to the communities in which we operate. These values underpin our approach to responsible business and the decisions we make as a firm every day.

We collaborate

We savour success

We're not afraid to be human

We are driven by innovation

Welcome

Looking back over the last year there are many things we can be really proud of.

I'm particularly pleased with how our Gender and Race Action Plans are progressing, thanks to the far-reaching consultations we did in focus groups and safe space discussions to inform them. These listening exercises have given us real insight into the barriers standing in the way of women and Black colleagues progressing in their careers and allowed us to take meaningful action to remove them.

None of this is easy and progress isn't always linear.

The percentage of women in our partnership, though very high against most of our peers, dipped last year. While we are now recruiting more Black trainee lawyers, we are still losing too many at two or three years qualified. The actions we are taking will, we believe, put us back on course to meet our inclusion targets which we remain committed to.

Stronger governance

Our internal governance review, carried out earlier this year, was another highpoint, creating a clearer, simpler structure.

Our Supervisory Board provides independent oversight, ensuring the business is performing well, managing risks and maintaining a positive culture. Our Executive Board is focused on turning good strategic choices into tangible progress, and our Operations Committee is tasked with keeping the business running smoothly and effectively.

These changes provide the right conditions for faster decision-making and greater accountability.



They also reinforce an important principle at the heart of our responsible business approach: long-term positive impact depends on long-term business success. To support our people, clients and communities, we must continue to be a profitable, well-run and resilient firm. Good governance helps us achieve both.

Social mobility

I'm also proud of the work we are doing to promote greater social mobility in the legal sector.

TrowersHorizons is one of the initiatives I am most proud of. Working collaboratively with clients and partners, it creates work experience opportunities for people who may not otherwise have considered a professional career, helping to open doors and build confidence. It is exactly the kind of impact we should be striving to achieve through our community work.

I am equally encouraged by the success of our Solicitor Apprentice scheme, now in its second year. The programme is helping talented individuals build rewarding legal careers through a different route into the profession, while strengthening the diversity and sustainability of our future workforce.

Constant change

Like all organisations we operate in very uncertain times, where constant change and dealing with the unexpected have become the order of the day. The biggest lesson I've learned in my five years as Senior Partner is the need to remain constantly agile.

The global conversation around climate action is becoming more complex, as economic pressures, geopolitical uncertainty and competing policy priorities influence the pace of change in different markets.

While the path may not always be smooth, few would dispute the importance of addressing climate change and for successful firms like ours, the responsibility to act remains as strong as ever. We continue to pursue our net zero commitments, subjecting our data to increasingly rigorous assurance, responding to the growing expectations of our clients and other stakeholders.

Artificial intelligence is another major shift that we need to contend with. It presents big opportunities for us but also calls for a careful approach to make sure we put AI to work in an ethical way.

Belief

Is our approach perfect? Of course not. Will it continue to evolve? Absolutely. The challenges facing society, our clients and our business are constantly changing, and we must be prepared to change with them. What matters most is that we remain clear about our values, willing to listen and committed to making progress.

As we look ahead, we do so with confidence. Next year, Trowers will mark its 250th anniversary. While much has changed since the firm was founded, the qualities that have sustained us remain remarkably consistent: a strong sense of purpose, a commitment to doing the right thing, and a belief that long-term success is built on the strength of our relationships.

Thank you for your support, your challenge and your belief in what we are trying to achieve together. I look forward to continuing that journey with you.



Sara Bailey
Senior Partner

A selection of highlights from our responsible business activity this year.

Inclusion

17 Inclusion Champions appointed, embedding local accountability for inclusion across the firm.

51% women in Pathways, supporting future leadership progression.

60% of partner promotions were women in July 2026.

60% of legal interns from the 10,000 Black Interns programme secured training contracts strengthening pathways into the profession.

Environment

23% reduction in greenhouse gas emissions against our recalculated FY19/20 baseline.

66% reduction in Scope 1 and 2 emissions Since FY19/20.

1,076 social housing homes supported through HACT Retrofit Credits, helping create warmer, more energy-efficient homes.

Top **5%** environmental performance in EcoVadis benchmarking within comparable professional services firms.

Communities

12,000+ responsible business hours recorded.

42 GROW mentors supporting aspiring legal professionals.

TrowersHorizons expanded across UK offices, creating new routes into professional careers.

Governance

New governance structure launched, clearer accountability and faster decision-making.

ISO 9001, ISO 14001 and ISO 27001 retained.

First greenhouse gas inventory independently assured Under ISO 14064.

Firmwide rollout of AI tools underway, supported by governance, training and responsible-use frameworks.



Responsible business strategy

Our Responsible System of Governance

As stakeholder expectations continue to evolve, we are focused on embedding responsible business principles into how we operate, support our clients and make decisions across the firm.

Good governance provides the framework through which we make decisions, manage risk, create accountability and ensure that our actions reflect both our commercial ambitions and our values.

Our approach

People
creating an inclusive and supportive environment where colleagues can thrive.

Environment
reducing our environmental impact and supporting the transition to a more sustainable future.

Community
using our skills, expertise and time to create positive social impact and widen access to justice.

Responsible Governance
ensuring we make decisions responsibly, manage risk effectively and operate transparently.

Client Impact
helping clients achieve their own responsible business ambitions.

Strengthening governance and accountability

From 1 April 2026, we introduced a new firmwide governance structure designed to strengthen accountability, improve coordination and increase the agility of our decision-making across the firm.

The new structure comprises three core bodies:

- The Supervisory Board: providing oversight, governance and strategic challenge.
- The Executive Board: responsible for setting direction and driving delivery of the firm's strategy.
- The Operations Committee: ensuring effective coordination across the business and translating strategy into action.

For our Responsible Business agenda, it enables responsible business priorities to be considered alongside commercial, people, client and risk-related decisions, helping ensure they remain embedded in how we operate rather than sitting separately from the wider business.

Embedding responsible business into decision-making

Responsible business priorities are supported by a series of specialist committees that provide oversight, expertise and challenge across key areas of the firm's operations.

Specialist oversight committees

AI governance group

Monitors the responsible use of artificial intelligence across the firm, helping identify opportunities, manage risk and support the development of appropriate governance and controls.

Risk and audit committee

Provides oversight of the firm's legal, regulatory and risk management framework, helping ensure that risks are appropriately identified, assessed and managed.

ED&I committee

Collaborates with the firm's Gender and Race Action Plan Groups, to deliver the firm's Equity, Diversity and Inclusion strategy, monitor progress against targets and support initiatives that foster a more inclusive culture.

Social impact committee

Coordinates the firm's community, volunteering and pro bono programmes, helping colleagues use their time, expertise and resources to create positive social impact.

Sustainability committee

Oversees progress against the firm's environmental commitments, including net zero ambitions, while supporting colleague engagement, education and behavioural change.

Standards and security

As expectations from clients, regulators and stakeholders continue to evolve, maintaining high standards across quality, information security, environmental management and supplier governance remains a key priority for the firm.

Over the past year, we have continued to strengthen the frameworks, controls and assurance processes that support the delivery of high-quality legal services, protect client information and support responsible business decision-making.

- ISO 9001, ISO 14001 and ISO 27001 retained
- First greenhouse gas inventory independently assured to reasonable standard under ISO 14064-3
- EcoVadis Bronze rating

Responsible innovation and AI

Artificial intelligence is rapidly changing the way organisations operate, creating new opportunities to improve productivity, enhance collaboration and deliver greater value to clients.

Over the past year, we have continued to explore how emerging technologies can support our people and our clients across a wide range of roles and business functions. While the opportunities are significant, we recognise that successful adoption depends on more than technology alone. Responsible use, appropriate governance, and training and guidance for our people, while maintaining client trust, remain fundamental.



Inclusion

Progress on our inclusion priorities

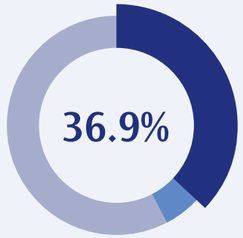
Over the past year, we have continued to invest in initiatives that support our representation targets, working closely with colleagues, employee networks and leaders across the firm to increase participation and drive progress.

That progress is reflected not only in our internal measures, but also in how our representation compares with the wider legal market. We continue to perform strongly across a number of key indicators, including the representation of women, ethnic minority partners and Black colleagues in business services.

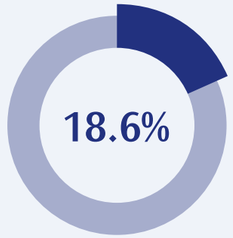
While progress is not always linear, we have seen encouraging developments across several areas and remain committed to our long-term ambitions.

Encouragingly, women accounted for 60% of partner promotions in July 2026 and represented 51% of the current Pathways (to Partnership) cohort. Together these indicators provide a strong foundation for future progress.

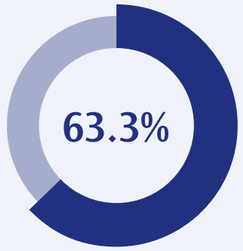
Where we are now



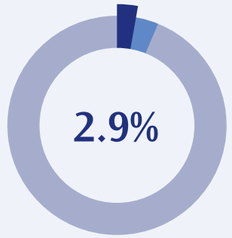
Women partners globally
Target 42%



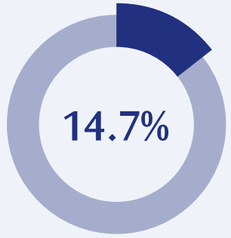
Ethnic minority representation overall in the UK



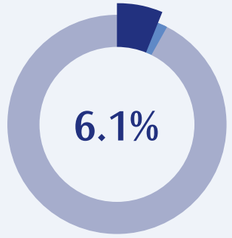
Women representation in firm overall



Black heritage fee earners in the UK
Target 6%



Ethnic minority partners in the UK



Black heritage Business Services colleagues in the UK
Target 7%

Figures correct as of 1 April 2026

Empowering inclusive leadership

Creating an inclusive culture requires visible leadership, local accountability and a willingness to listen and learn. Over the last year, we have focused on strengthening inclusive leadership across the firm and embedding shared responsibility for inclusion.

Insights from our Gender Action Plan (GAP) and Race Action Plan (RAP) consultations, continue to shape this work, helping us turn colleague feedback into practical action.

Highly commended

Our Black heritage listening exercise was highly commended in the "Excellence in ED&I" category at the People in Law Awards 2026, recognising the value of listening to colleagues' lived experiences and using those insights to inform meaningful action across the firm.

PEOPLE IN LAW

Key developments this year

- Launched a network of Inclusion Champions across major departments.
- Introduced a reverse and reciprocal mentoring programme.
- Strengthened management capability through active bystander training and a new Manager Hub.
- Increased senior leader engagement in inclusion campaigns, events and conversations.
- Supported partners to take personal ownership of inclusion by setting individual inclusion objectives as part of their performance and development discussions.
- Strengthened pathways into the profession for Black talent through targeted early talent initiatives and external partnerships.
- Offered colleagues tailored support for significant life events, including family leave coaching and personal health and specialist health and support.

Championing inclusion

With the support of our Supervisory Board, we have appointed 17 Inclusion Champions, from across the firm.

Their role is to embed inclusion locally, encourage engagement and learning, and strengthen accountability for our ED&I priorities.

Working alongside department heads, and supported by specialist training from Delta, a leadership and inclusion consultancy, our Inclusion Champions are helping to raise awareness, encourage participation and embed inclusive thinking into day-to-day leadership, decision-making and team culture.

delta

Listening, learning and leading

One of the clearest themes to emerge from our RAP consultation was the importance of increasing understanding of the lived experiences of Black colleagues and creating greater opportunities for meaningful dialogue across the firm.

In response, we launched a reverse and reciprocal mentoring programme, linking members of our Black Heritage Network with Inclusion Champions.

The initiative reflects a simple principle: meaningful progress starts with listening. The conversations it has created are helping to inform how we lead, communicate and make decisions across the firm.

Employer of choice
Stronger attraction & advocacy

Team connection
Everyday signals of inclusion

Belonging
Greater connection, more collaboration

Visible leadership
Inclusion positioned as a priority

The experience has been a genuine learning journey. What has stood out most, is how situations can be perceived very differently by different people. Discussing experiences openly has been enlightening and has encouraged greater understanding on both sides."



Saio Kamara
Associate and Reverse Mentor, London

The programme has been genuinely eye-opening, providing candid insight into everyday experiences and challenging me to look beyond good intentions. I am now being more deliberate in seeking diverse perspectives, embracing challenging conversations, and tailoring my approach to each individual. I've also made a friend."



Andrew Maidment
Head of Risk and Inclusion Champion, London

Building inclusive leadership capability

We have continued to invest in the skills and confidence of our managers, recognising the important role they play in shaping day-to-day workplace experiences. Our active bystander training aims to equip managers with the confidence and tools to challenge inappropriate behaviour and foster inclusive team cultures. A new Manager Hub provides easy access to policies, guidance and the practical resources that support inclusive people management.

Looking ahead, we will introduce *Hemisphere*, our race literacy and bias awareness training, for colleagues in junior supervisory roles. We believe leadership responsibilities begin long before colleagues reach senior positions, and this programme will help build awareness, strengthen understanding and develop inclusive leadership capability early in a manager's career.

Supporting colleagues to thrive and progress

Creating an inclusive workplace means ensuring colleagues have the support they need at important moments in their lives and careers.

Feedback from our GAP consultations highlighted that events such as starting or caring for a family, managing health challenges and navigating career transitions can have a significant impact on both workplace experience and progression. In response, we have strengthened the personalised support available to colleagues through coaching, helping them navigate these moments while continuing to develop professionally. All colleagues now have access to Peppy, a digital health and wellbeing platform offering expert support across fertility, pregnancy and parenthood, menopause, neurodiversity and wider health issues.

"The parental leave coaching provided invaluable support, helping me step back,focus on what I could control, and approach both work and home life with greater perspective and confidence. The combination of the external perspective, encouragement and practical guidance helped me focus my energy where it could make the greatest difference."



Hannah Jakeman

Senior Associate, Birmingham

Peer support

Feedback from our RAP consultation highlighted the importance of peer support, mentoring and professional networks in helping colleagues build confidence and navigate their careers

Our Black Heritage Network continues to create opportunities for connection, learning and support, while sponsorship opportunities such as attendance at the Global Counsel Forum help colleagues expand their networks and access valuable development opportunities.

GCF
Global Counsel Forum

Creating a culture of belonging through employee networks

Our employee networks remain one of the strongest drivers of inclusion across the firm. Led by colleagues and shaped by lived experience, they create opportunities for learning, connection and community, fostering a culture where everyone feels they belong.

Over the past few years, we have continued to invest in our networks, encouraging greater collaboration, particularly around shared intersectional issues. Through storytelling, awareness campaigns, peer-to-peer learning and shared experiences, they help bring our values to life and reinforce that creating an inclusive culture is a shared responsibility.

> **What makes our networks so powerful is that they are led by colleagues and shaped by lived experience."**
>
> **Ru Anwar**
> Partner, Manchester



Radius is a specialist organisation that helps businesses develop and empower employee networks, to strengthen inclusion.

Our networks

- Allyship
- Disability
- Gender, Work and Family
- International
- LGBTQ+ and Allies
- Race, Ethnicity and Heritage
- Religion and Belief
- Social Mobility
- Wellbeing

Allyship

International Women's Day focused on allyship and the practical actions colleagues can take to support gender equality. We were particularly encouraged by the number of male colleagues who contributed to discussions about why gender equality matters and the role they can play as allies in the workplace.





Rebekah Gougeon

Senior ED&I Manager | London

Soca in My Soul

Soca music is the heartbeat of the Caribbean — born in Trinidad and Tobago in the early 1970s, it blends calypso rhythms with Indian musical influences, creating a sound that's infectious, joyful, and deeply rooted in celebration. It's more than music; it's movement, memory, and connection.

I cannot stand still when that beat comes through. Soca lifts my mood, frees my hips, and fills me with pure joy. It reminds me of my nan, the Caribbean and "back home" in St Lucia — of freedom, pride, and dancing like no one's watching. What's even more precious is seeing my two daughters fall in love with Soca during our Sunday morning kitchen dance parties. In those moments, I see my nan's spirit carried forward in them. The power and beauty of heritage.



TrowersIncludes
Supporting equity, diversity & inclusion

Personal postcards, powerful stories

For both Black History Month and South Asian Heritage Month, colleagues shared personal reflections on their heritage, culture and identity through a series of postcards and events.

These stories provided valuable insights into the lived experiences and perspectives that shape our firm, while encouraging wider understanding and dialogue.

Our South Asian Heritage Month panel discussion, featuring Premal Bhatt from the South Asian Heritage Trust, generated thoughtful engagement from colleagues across the firm, including senior leaders.

"What stood out for me was seeing even our most senior colleagues, including heads of offices, actively engage and ask questions from a place of genuine interest. The curiosity and willingness to listen from across all different areas of the firm sends a powerful message about the values that Trowers & Hamlins embodies."

Maylia Patel-Rourke
Trainee Solicitor, Manchester



10,000 Black Interns – building on success

Our partnership with the 10,000 Interns Foundation remains an important part of this work.

The programme offers Black and Black Heritage university students and recent graduates paid commercial law firm experience, helping participants build skills, confidence and professional networks at a formative stage of their careers.

Following a successful launch, we expanded the programme in 2025 to include both legal and business services internships across all our UK offices, increasing placements to 16 in 2026.

The results have been encouraging. Since the programme began, 60% of the legal interns have secured training contracts with the firm, while three participants have joined our business services teams.

The programme demonstrates the value of creating meaningful opportunities for talented individuals who may not otherwise have considered a career in law.

#10000 BLACK INTERNS

Building future talent pipelines

We believe that a more diverse profession creates a stronger business, better outcomes for our clients and greater opportunities for society.

Our focus is on widening access to careers in law by creating pathways for talented people from a broad range of backgrounds, ensuring recruitment processes are inclusive and working with partners who help us reach individuals who may otherwise face barriers to entering the profession.

I thought I would have to be a different person for six weeks. By the end of the scheme, I left being the same person I always was, but with more legal experience and valuable connections."

A 2026 legal intern

We're proud to have once again supported the 10,000 Interns Foundation this year by growing our offering of our 10,000 Black Interns programme, which has been a key initiative in helping us to attract and recruit Black talent. This year we welcomed 16 talented interns to the firm, and it's been particularly rewarding to see so many participants go on to secure further opportunities and build successful careers with us."

Rachel Chapman
Head of Early Talent



Opening alternative routes into the profession

Our Solicitor Apprenticeship programme is an important part of our commitment to widening access to the legal profession.

The programme provides an alternative route to qualification, enabling school leavers and non-graduates to earn while they learn, gain a law degree and qualify as a solicitor while building practical experience within the firm.

Alongside this, our partnership with Uptree – a professional network linking young people with potential employers – helps students from a wide range of backgrounds access work experience, career insight and application support.

More than half our apprentices have come through the Uptree programme, which was Highly Commended in the Pre-Recruitment Programme of the Year Award category at the UK Social Mobility Awards 2026.

Uptree Legal Apprenticeships Pledge

Measuring progress

Representation data remains an important measure of progress and accountability, but it is only one indicator of the success of our inclusion strategy.

This year, progress has also been reflected in stronger leadership engagement, expanded colleague support, deeper network collaboration, greater visibility of lived experience and continued investment in future talent.

While we remain committed to our long-term representation targets, we recognise that meaningful change takes time. We believe the investments we are making in culture, leadership, development and belonging will continue to support progress in the years ahead.





Environment

Environment

Turning ambition into measurable progress

Our environmental strategy is centred on a clear ambition: to halve our absolute Scope 1, 2 and 3 greenhouse gas emissions by 2030 and reduce them by 90% by 2050, against our FY19/20 baseline.

Over the past two years, we have strengthened the systems, governance and assurance that support this ambition.

For the first time, in FY25/26, our greenhouse gas inventory has been independently verified in accordance with ISO 14064-3 to a reasonable level of assurance.

The verification included a detailed review of our carbon accounting methodology, including consistent application of "well-to-tank" emissions – those associated with producing and supplying fuel and energy before use – within relevant categories. This resulted in a recalculation of our historical inventory, including our FY19/20 baseline.

While some historical figures differ from those previously reported, the recalculation gives us a more complete and consistent basis for measuring progress over time.

We have also identified the principal climate-related risks and opportunities affecting the firm. These include physical risks such as extreme weather and potential disruption to offices and supply chains, alongside changing stakeholder expectations and opportunities arising from the transition to a lower-carbon economy.

Together, these developments strengthen transparency, accountability and confidence in how we measure and report our environmental performance.

FY25/26 performance at a glance

7,300 tCO_2e
Total market-based emissions

23% ▼
Reduction in absolute emissions since FY19/20

66% ▼
Reduction in absolute Scope 1 and 2 emissions since FY19/20

6.85 tCO_2e/FTE
Emissions per FTE in FY25/26

38% ▼
Lower emissions per FTE since FY19/20

34% ▼
Lower office energy use per m² since FY19/20

77%
Electricity covered by recognised renewable energy arrangements

Full details of our greenhouse gas emissions and environmental performance are provided in the appendix.

Metric	FY19/20 Baseline	FY24/25	FY25/26
GREENHOUSE GAS EMISSIONS			
Scope 1	452	357	**353**
Scope 2, market-based	1,247	249	**230**
Scope 1 + 2	**1,699**	**606**	**584**
Scope 3	7,746	6,626	**6,716**
Total market-based emissions	**9,445**	**7,232**	**7,300**
NORMALISED PERFORMANCE			
Emissions per FTE tCO_2e/FTE	11.02	7.14	**6.85**
Office energy use kWh/m²	338	253	**223**
ENERGY SOURCING			
Renewable electricity coverage	0%	85%	**77%**

Renewable electricity coverage decreased from 85% to 77% this year following changes to landlord-managed electricity supply arrangements within our leased estate. We are reviewing the options available to increase renewable electricity coverage.

Progress towards our 2030 target

Our total market-based emissions were 7,300 tCO_2e in FY25/26, around 1% higher than the previous year but 23% below our recalculated FY19/20 baseline.

The year-on-year increase was driven primarily by purchased goods and services, while emissions across the remainder of our footprint fell by around 10%.

A further 35% reduction from our current footprint is required to meet our 2030 target. While emissions from our operations have reduced, much of our remaining footprint sits outside our direct control, making the next stage more challenging.

Continued improvements in workplace energy use and business travel will remain important. Meeting our target will also depend on addressing emissions from the goods and services we purchase, through more informed purchasing decisions and closer engagement with suppliers.

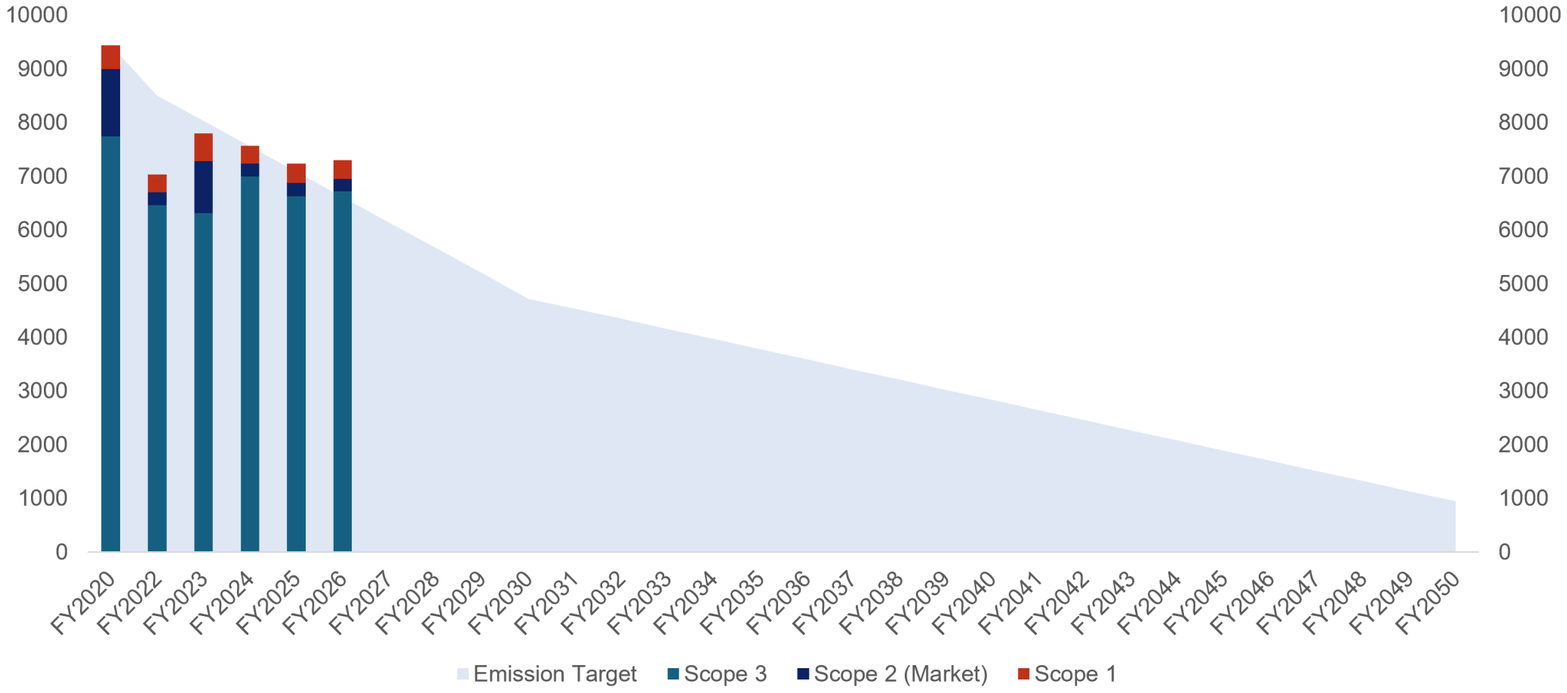
Decarbonising our workplaces

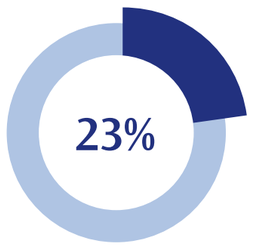
Office relocations, refurbishment and changes to how we occupy buildings have helped reduce energy demand.

Combined Scope 1 and market-based Scope 2 emissions are now 66% below FY19/20 levels, reflecting reductions in energy consumption, changes to our estate and electricity purchasing arrangements.

During FY25/26, electricity consumption fell by 16%, with office energy intensity declining by a further 12%. Energy intensity is now 34% below our baseline year.

Scope 1, 2 and 3 GHG market emissions against 2050 target





23% below baseline

A further 35% reduction from our current footprint is required to reach our 2030 target

Reducing emissions beyond our operations

Around 92% of our FY25/26 footprint sits within Scope 3 emissions. These have fallen by 13% since FY19/20 but remain the principal challenge in meeting our long-term targets.

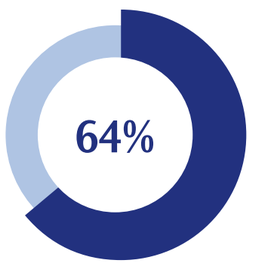
Purchased goods and services are our largest source of emissions. At 4,673 tCO_2e, they account for around 64% of our total footprint and increased by 8% during FY25/26, driving the overall year-on-year increase.

Much of this category is calculated using spend-based methodologies, so changes in expenditure and inflation can affect reported emissions alongside changes in purchasing activity. More supplier-specific information will help us understand the sources of emissions and identify where action could have the greatest effect.

Across the rest of our footprint, emissions fell by around 10%, including an 11% reduction in business travel and a 9% reduction in employee commuting and homeworking.

As an international firm, some travel remains necessary and the options available vary across our locations. We continue to improve how travel is managed and booked, strengthening data quality and helping identify practical opportunities to reduce emissions.

We support lower-carbon commuting through our electric vehicle salary sacrifice scheme, which 22 colleagues have joined since launch, and our Cycle to Work scheme.

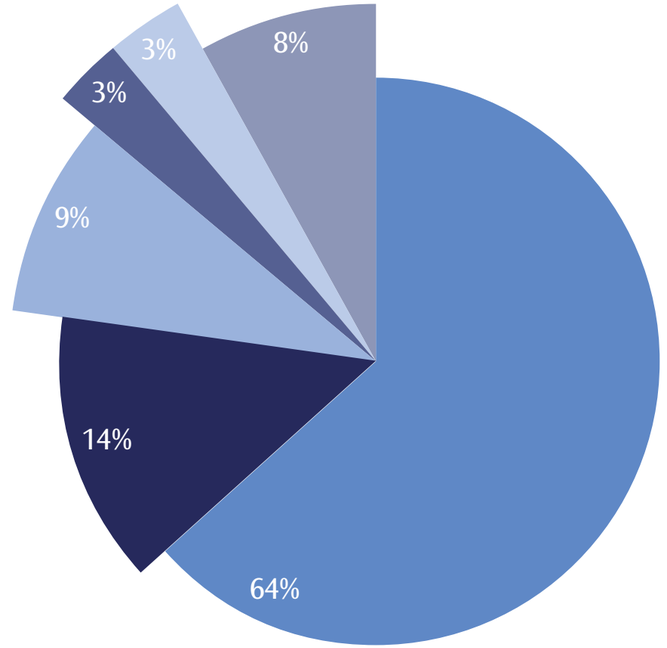


Almost two-thirds of our footprint comes from the goods and services we purchase

FY25/26 market-based GHG emissions breakdown

Purchased goods and services	64%
Business travel and company vehicles	14%
Employee commuting	9%
Purchased electricity, market based, and district cooling	3%
Gas	3%
All other categories*	8%

*All other categories comprises fuel and energy related activities (3.65%), employee working from home (2.80%), downstream leased assets (1.00%), waste generated in operations including water treatment (0.08%), and upstream leased assets (0.03%).



Tackling Scope 3 together

Reducing Scope 3 emissions requires closer engagement with our suppliers. Many suppliers work with multiple law firms, creating opportunities to collaborate and use our collective influence to support improvements across the supply chain.

Through the Legal Sustainability Alliance (LSA) Sustainable Procurement Working Group, we have worked alongside more than 20 law firms to support the development of practical guidance on sustainable procurement.

We also co-lead the LSA data working group, exploring how firms can engage suppliers collectively and improve the quality and consistency of emissions information. This work will help us better understand our supply chain footprint and identify opportunities for more targeted engagement.

Our Supplier Code of Conduct supports this approach by setting out our expectations of suppliers. As we continue to develop our approach to sustainable procurement, the focus will be on using better information and closer supplier engagement to identify practical opportunities to reduce emissions.

Using resources efficiently

Our approach to resource use follows a simple hierarchy: avoid, reuse, recycle, then dispose.

During FY25/26, overall waste generation fell, although comparisons with the previous year should be treated with some caution given the impact of office moves and clear-out activity.

We have also continued to focus on water efficiency through improved monitoring, leak detection and water-saving measures. As a result, water consumption per FTE is now 45% below FY19/20 levels.

We encourage reuse before recycling, providing collection points for stationery and IT equipment so items can be redistributed and kept in use wherever possible.

Our recycling rate reduced during the year and we will continue to monitor segregation while maintaining our emphasis on prevention and reuse.

Since October 2024, we have avoided more than 35,000 single-use cups, achieving a 98% reuse rate in our London staff restaurant."

Lee Collier
Sustainability Manager, London



Since FY19/20

82% ▼
Paper use per FTE

62% ▼
Waste generated per FTE

45% ▼
Water consumption per FTE

34% ▼
Office energy intensity

In our latest EcoVadis assessment, we achieved a Bronze rating, placing us in the top 35% of organisations assessed, while our environmental score ranked us within the top 5% of comparable professional services firms.

BRONZE | Top 35%
ecovadis
Sustainability Rating
NOV 2025

Top 5%
EcoVadis environmental performance among similar firms

Case study

Giving technology a second life

During FY25/26, we prevented 788 mobile phones from going to waste, putting them back into circulation to support digital inclusion initiatives.

More than half were distributed through Every Child Online, which securely wipes and refurbishes donated devices for children and young people experiencing digital poverty, as well as schools, councils and families.

A further 388 phones were donated in partnership with our client Places for People, supporting its work to improve digital access for its customers and communities. Devices were refurbished through Computers 4 Good, helping provide access to technology that can support education, employment, communication and essential online services.

The impact extends beyond waste reduction. By extending the life of technology, the initiative combines circular economy principles with social value, helping tackle digital exclusion while reducing electronic waste.

780+ phones given a second life

Where climate action meets social value

Reducing our own emissions remains a priority, but some of the most meaningful environmental action happens beyond our own operations.

Since 2024, we have invested in HACT Retrofit Credits, a verified (Verified Carbon Standard) carbon offsetting scheme that helps fund energy-efficiency improvements in social housing. Our investment has supported retrofit activity benefiting more than 1,000 homes in communities close to our London, Birmingham and Manchester offices. Using the UK Social Value Bank methodology, HACT estimates the projects have generated over £365,000 in social value through warmer homes, reduced financial pressure and improved wellbeing.

Behind every retrofit is a home and the people who live in it. Making homes warmer and more energy efficient can have a very real impact on people's day-to-day lives, while helping to tackle the bigger challenge of reducing emissions from housing."



Antoine Pellet
Head of Retrofit Credits, HACT



At a glance

650
retrofit credits

£365,000+
social value generated

1,076
homes supported

Sustainable Development Goals supported



For every £1 invested, projects have generated more than £6 of measured social value, demonstrating how environmental action can deliver meaningful benefits for people and the places they call home.

The investment is reported separately from our greenhouse gas inventory and does not count towards progress against our 2030 target.

Nature recovery, rooted in place

Beyond carbon: restoring nature and building resilience

Through our partnership with the Devon Environment Foundation (DEF), we are supporting nature recovery across South West England, where our Exeter office has longstanding roots. DEF aims to protect and restore at least 30% of Devon's land and water by 2030, investing in projects that deliver visible local impact.

"Restoring nature is a cost-effective and uplifting way to tackle some of today's biggest challenges. Nature's recovery provides us with tangible proof of the positive impact we can have, and much-needed hope that can inspire wider action."

Amanda Keetley
Executive Director, Devon Environment Foundation



Case study

Supporting nature recovery in Devon

Our initial support through DEF helped fund Force4Nature, a volunteer-led programme bringing together local communities, farmers and landowners to restore habitats and improve biodiversity across South Devon.

Highlights of our support include:

- 16 volunteer excursions across 11 project sites
- 638 hours of hands-on nature restoration
- 572 trees planted to reconnect fragmented habitats
- Restoration of wildlife ponds, hedgerows and orchards, alongside the installation of bird and bat habitat boxes
- New forest school education areas established to support outdoor learning and community engagement
- Over 100 volunteers engaged in hands-on conservation activities across the region

Building on this partnership, our Sustainability Committee invited colleagues to help select the next project to support for World Environment Day. They chose the Washfield Wetland Project near Tiverton, which is enhancing an existing nine-acre wetland within a wider 300-acre nature recovery programme in the Exe catchment, improving habitats for wildlife, water quality and natural flood resilience.

For us, projects like this demonstrate how climate resilience, nature recovery and community participation are closely connected. By supporting locally led initiatives, we are helping create environmental benefits that can be seen and experienced in the communities where we and our clients operate.













Community

Community

Creating opportunity and using our skills for good

Our approach to creating positive social impact is built on a simple principle: using our time, skills, expertise and networks to create lasting impact.

Whether through volunteering, mentoring, community partnerships, social mobility initiatives or pro bono legal advice, we seek to make a meaningful contribution in the places where we operate.

A key focus of our work is creating access to opportunity. We know that talent is widely distributed, but opportunity is not always equally available. Through partnerships with schools, universities, charities, social mobility organisations, and our clients, we help young people and aspiring professionals to gain experience, build confidence and develop skills for the future.

Over the past year, we have continued to expand programmes focused on social mobility and employability. Through mentoring, work experience, career insight and employability support, initiatives including TrowersHorizons, GROW Mentoring, Local Village Network, Prime, The Girls' Network, Social Mobility Business Partnership, 10,000 Black Interns and Pathways to Law help open doors to careers in law and professional services, while creating opportunities for colleagues to share their knowledge and experience.

12,000+ responsible business hours recorded across ED&I, Social Impact and Sustainability activities

Using our expertise to increase access to justice

Pro bono work remains an important part of our social impact strategy. Through legal clinics, university partnerships and community advice services, we help individuals, charities and community organisations access legal support that might otherwise be out of reach, while giving colleagues opportunities to use their professional expertise to make a meaningful difference in local communities.

Our activities include support delivered alongside organisations such as the Royal Courts of Justice Advice Bureau, the University of Law Clinic, Whitechapel Mission and Citizens Advice, helping improve access to justice for a range of organisations and individuals.

This year has also seen growing collaboration between our social impact programmes, client relationships and wider responsible business priorities. Initiatives such as TrowersHorizons, employability programmes and mentoring partnerships demonstrate how clients, communities and colleagues can work together to deliver collective impact.

Exeter Access to Justice Clinic – Using legal skills for local impact

We have continued our long-standing partnership with the University of Exeter's Access to Justice Clinic, supporting students as they provide free legal advice to members of the local community.

The partnership extends beyond case supervision. Colleagues also support the University's Access to Justice module and contribute to community legal advice initiatives including Law on the Beach and the forthcoming Law in the City programme. Through these activities, students gain valuable insight into legal careers, professional practice and pathways into the profession, whilst members of the public receive support that might otherwise be difficult to access.

Local charity partnerships with a global impact

Across our communities, charities and local organisations, we are tackling a wide range of challenges including homelessness, poverty, bereavement, isolation, disability and social disadvantage. While these issues vary from place to place, meaningful local partnerships help provide practical support to those who need it most.

Each of our offices supports charities and community organisations that reflect local needs.

In Bahrain, the UAE, Oman and Malaysia, colleagues have supported community food distribution initiatives, in particular, during Ramadan, helping provide iftar meals and essential supplies to people in need. Teams have also supported local education, entrepreneurship, environmental and welfare initiatives, reflecting the different needs of the communities in which they operate.

In London, colleagues have continued to support HALO Children's Foundation, which provides bereavement support to children and families following the loss of a loved one. In Birmingham, our partnership with Let's Feed Brum includes fundraising, donations and volunteering to support people experiencing homelessness and hardship. In Manchester, colleagues continue to volunteer and raise funds for Lifeshare, an organisation providing support to homeless and vulnerable people across the city. Exeter colleagues have supported local charities including Farms for City Children and In Focus, alongside wider fundraising and volunteering activity.

These partnerships are supported by a wide variety of fundraising activities, volunteering opportunities, food and clothing collections, community events and practical support initiatives delivered by colleagues throughout the year.

TrowersHorizons – Opening routes into professional services

Through our relationships with clients, social mobility organisations and community partners, we wanted to create a practical programme that would help more individuals gain first-hand insight into professional services and build skills for the future.

In 2025, we launched the first TrowersHorizons programme in London, offering a week-long work experience and employability programme for people seeking employment opportunities. Building on the success of the pilot, the programme expanded to Manchester and Birmingham in 2026 and was opened to participants through our connection with the Care Leavers Covenant.

By providing meaningful workplace experience and direct access to colleagues from across the firm, TrowersHorizons is helping participants build confidence, develop employability skills and gain a better understanding of career pathways within professional services.

Following its expansion across three UK offices, we plan to continue growing the programme and increase participation, with up to 36 placements available across future cohorts.





Local Village Network and GROW Mentoring – Building confidence and career insight

Through our partnership with Local Village Network (LVN), colleagues participated in the Amplify Me mentoring programme, providing one-to-one mentoring to sixth-form students before welcoming participants to our offices for networking, career insight and practical workshops. The partnership also developed into a dedicated week of work experience at our London office.

We also expanded our work with GROW Mentoring. In 2025, 42 colleagues took part as mentors, supporting 42 aspiring legal professionals through a structured mentoring programme. Alongside one-to-one mentoring, we sponsored the GROW Next Gen Summit, which attracted around 250 attendees in person and several hundred online, hosted a virtual careers event attended by more than 100 students, and welcomed 65 aspiring professionals to our Birmingham office for the Beyond the City regional careers event.

Feedback from the Beyond the City event also highlighted the value of hearing directly from professionals, with one attendee commenting:

> **All sessions that I've had with my mentor have been really productive. He's offered so much advice and help throughout application season and continues to offer me support now!"**
>
> GROW mentee

> **All my sessions with my mentor have been extremely beneficial. She guided me through the process of applying for Vacation Schemes and Training Contracts, reviewed my draft applications, and provided valuable advice on which law firms I should apply to. I previously struggled with the application process and did not have opportunities to receive feedback when my applications were unsuccessful. Thanks to Grow, my applications were reviewed thoroughly, and I truly appreciate the time and effort spent on providing detailed feedback."**
>
> GROW mentee

> **Paul Scott made the session super interactive and interesting with his thoughtful advice on self-improvement and personal growth. His perspective on work-life balance particularly stood out."**
>
> GROW mentee



Client impact and collaboration

Client impact and collaboration

Creating positive impact through collaboration, expertise and innovation

As responsible business considerations become increasingly integrated into client decision-making, we increasingly work together with our clients to help them create lasting value for their organisations, their stakeholders and the communities they serve.

We help clients navigate some of today's most significant environmental, social and governance challenges. From net zero, sustainable finance and decarbonisation to social value, affordable housing, inclusion, governance and ESG reporting, we work alongside organisations to manage risk, unlock opportunities and create long-term value for their businesses, stakeholders and communities.

Creating new routes into sustainable finance

Sustainable finance markets continue to evolve, but access to sustainable investment opportunities can be limited where markets remain relatively immature or where traditional financing structures do not easily accommodate new forms of investment.

A financial institution in the Gulf region wanted to build on an existing financing arrangement while creating exposure to a portfolio of sustainable finance assets. However, there was no established market precedent for achieving this within the relevant Islamic finance framework.

We worked with the client to adapt an existing financing structure, introducing sustainability-linked elements while preserving a framework that was already familiar and effective.

The transaction required the development of entirely new documentation and drafting from first principles. The arrangement combined Islamic finance principles with a synthetic structure designed to provide exposure to sustainable finance assets in a way that had not previously been established within the market.

The resulting structure creates an additional route for investors to gain exposure to sustainable finance assets without requiring direct management of the underlying investments.

Importantly, it also helps support the development of a secondary market for sustainable finance products in a region where liquidity and investment opportunities in this area remain relatively limited. By helping create greater flexibility and accessibility, the structure has the potential to support future growth in sustainable finance across the market.

The transaction demonstrates how innovative legal structuring can help unlock new forms of sustainable investment. It also highlights the growing convergence between sustainable finance objectives and Islamic finance markets, creating opportunities to broaden participation in sustainable investment.

Supporting the transition to lower-carbon social housing

Social housing providers face increasing pressure to improve the energy efficiency of homes and support decarbonisation objectives. However, retrofit measures such as insulation, heat pumps and other low-carbon technologies require significant upfront investment while delivering relatively limited financial returns for landlords.

This creates a funding challenge, as traditional commercial lending models do not always provide a sufficient incentive to finance large-scale retrofit activity.

Trowers advised THFC, a long-established lender to the social housing sector, on the development and ongoing enhancement of a sustainable finance product backed by a guarantee from the National Wealth Fund.

Our role included advising on amendments to THFC's funding programme, negotiating guarantee arrangements and developing the loan documentation that will ultimately support lending to social housing providers undertaking retrofit projects.

The structure combines the lending expertise of THFC with government-backed support, helping address a recognised funding gap within the market.

The product is designed to make finance more accessible and affordable for housing providers seeking to invest in measures such as improved insulation, low-carbon heating systems and wider decarbonisation programmes.

By reducing risk through government support, the arrangement helps unlock investment that may not otherwise have been available, supporting the delivery of warmer, more energy-efficient homes while contributing to wider environmental objectives.

At the time of development, similar National Wealth Fund-backed products existed with only a small number of market participants, highlighting the innovative nature of the approach. The initiative demonstrates how collaboration between government, lenders and legal advisers can help address environmental challenges while delivering practical benefits for communities and the affordable housing sector.



Appendices

Appendix A – GHG Inventory

Firmwide1 Greenhouse Gas (GHG) inventory (tonnes CO_2e)	FY19/202 base year	FY22/23	FY23/24	FY24/25	FY25/26	Year on year performance	Trend since base year
Scope 1 Total	**452**	**518**	**328**	**357**	**353**	**-1%**	**-22%**
Company Vehicles[3]	154	134	136	161	157	-3%	2%
On-Site Combustion[4]	298	285	191	196	197	0%	-34%
Fugitive Emissions[5]	-	99	-	-	-	-	-
Scope 2 Total (Market)	**1,247**	**965**	**241**	**249**	**230**	**-8%**	**-82%**
Scope 2 Total (Location)	**933**	**791**	**749**	**764**	**547**	**-28%**	**-41%**
Purchased Electricity (Market)[6]	1,189	905	180	191	207	8%	-83%
Purchased Electricity (Location)[7]	874	732	688	706	523	-26%	-40%
District Cooling[8]	58	58	58	57	23	-60%	-61%
Company Vehicles (Market)[9]	-	1.6	2.7	1.8	0.9	-49%	-
Company Vehicles (Location)[9]	-	1.6	2.7	0.9	0.6	-34%	-
Scope 3 Total	**7,746**	**6,314**	**6,996**	**6,626**	**6,716**	**1%**	**-13%**
Scope 3 (Core) Total	**1,321**	**1,103**	**1,276**	**1,270**	**1,121**	**-11.7%**	**-15%**
Cat 3 - Fuel and Energy Related Activities[10]	287	333	289	305	267	-13%	-7%
Cat 5 - Waste Generated in Operations[11]	16	6.3	7.3	6.0	5.6	-8%	-66%
Recycling	4	1.5	1.6	0.8	0.3	-56%	-92%
Incineration	1	0.7	0.6	0.3	0.1	-46%	-84%
Landfill[12]	3	1.3	3.0	3.2	3.7	17%	37%
Water Treatment	8	2.8	2.1	1.8	1.4	-26%	-84%
Cat 6 - Business Travel[13]	1,018	763	979	958	849	-11%	-17%
Air	877	637	833	681	586	-14%	-33%
Rail[14]	51	40	47	162	47	-71%	-7%
Road[14]	59	63	59	43	148	245%	153%
Hotels	31	23	41	72	68	-6%	118%
Scope 3 (Extended) Total[15]	**6,426**	**5,211**	**5,721**	**5,357**	**5,595**	**4.4%**	**-13%**
Cat 1 - Purchased Goods and Services[16]	5,109	4,115	4,695	4,327	4,673	8%	-9%
Cat 7 - Employee Commuting and Homeworking[17]	1,149	957	922	933	847	-9%	-26%
Employee Commuting	1,149	689	650	653	642	-2%	-44%
Employee Working from Home	-	268	272	279	205	-27%	-
Cat 8 - Upstream Leased Assets[18]	-	0.5	8.9	10	2	-79%	-
Cat 13 - Downstream Leased Assets[19]	168	139	95	87	73	-15%	-56%
TOTAL 1, 2 & 3 (Market)[20]	**9,445**	**7,796**	**7,565**	**7,232**	**7,300**	**0.9%**	**-23%**
TOTAL 1, 2 & 3 (Location)[21]	**9,131**	**7,623**	**8,073**	**7,747**	**7,616**	**-1.7%**	**-17%**

Accompanying notes

In preparing this report, we have applied judgements and assumptions where necessary, reflecting the evolving availability of sustainability data and methodologies. Our greenhouse gas inventory has been prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and relevant Scope 3 guidance, with reference to the World Economic Forum Stakeholder Capitalism Metrics where relevant, and independently verified in accordance with ISO 14064-3 to a reasonable level of assurance. Activity data has been gathered from internal records, utility bills and supplier information. Where actual data was unavailable, estimates have been made using available data, extrapolation or appropriate industry averages. Reported emissions are therefore subject to a degree of uncertainty arising from data gaps, estimation methodologies and the emissions factors applied.

Figures may not sum due to rounding. Percentage movements are calculated using unrounded data. A dash indicates that emissions were not reported or were not applicable for that reporting period. “Scope 3 Core” and “Scope 3 Extended” are internal reporting groupings used to support analysis of our emissions and do not represent separate GHG Protocol categories.

1. Reported for our Abu Dhabi, Bahrain, Birmingham, Dubai, Exeter, London, Malaysia, Manchester and Oman offices. Singapore is included from FY24/25 and Saudi Arabia from FY25/26.
2. Our reporting year runs from 1 April to 31 March.
3. Company vehicles leased through our company car scheme. Emissions are calculated using fuel purchase and expenses data.
4. Natural gas used for heating our buildings and providing hot water.
5. Emissions arising from leakage of refrigerants from air-conditioning equipment in offices where we have operational control.
6. Market-based: Emissions reflecting contractual arrangements and recognised energy attribute information associated with purchased electricity.
7. Location-based: Emissions reflecting the average emissions intensity of the electricity grids where consumption occurs.
8. District cooling is a system that provides chilled water to multiple buildings from a central plant.
9. Electricity associated with charging electric vehicles provided through our company car scheme.
10. Fuel- and energy-related activities not included within Scope 1 or Scope 2.
11. Waste emissions are reported by key disposal route. Where information on the disposal route is unavailable, landfill is assumed, including where estimated data has been necessary. Items sent for reuse, such as IT equipment and furniture, are not included in these figures.
12. Relates to waste data from our non-UK offices where the final disposal route cannot currently be confirmed. Landfill has therefore been assumed until the disposal method can be verified.
13. Business travel includes bookings made through our travel management companies and travel claimed through our expenses system. Flight emissions include the estimated effects of radiative forcing.
14. Rail and road travel emissions show significant year-on-year movements. We are reviewing the underlying travel data and calculation methodology and are not currently able to attribute these movements to specific drivers.
15. All 15 Scope 3 categories were assessed. Categories not separately reported were considered either not applicable to our business or are currently included within purchased goods and services, as described in note 16.
16. Purchased goods and services emissions include upstream emissions associated with the production of goods and services purchased or acquired by us. For reporting purposes, this line also includes emissions associated with capital goods (Category 2) and upstream transportation and distribution (Category 4). Emissions are primarily calculated using industry-average emissions factors based on spend with each supplier.
17. Employee commuting and homeworking emissions are modelled using responses to our commuter and homeworking survey, with extrapolation where required. Historic data has been modelled using government data on regional travel where available and assumptions reflecting our homeworking policies during the relevant financial years.
18. Emissions associated with trainee accommodation in our international offices.
19. Emissions associated with sublet floorspace.
20. Total market-based emissions are calculated as Scope 1 Total + Scope 2 Total (Market) + Scope 3 Total.
21. Total location-based emissions are calculated as Scope 1 Total + Scope 2 Total (Location) + Scope 3 Total.

Appendix B – Environmental Metrics

Firmwide[1] Environmental Performance Metrics	FY19/20[2] base year	FY22/23	FY23/24	FY24/25	FY25/26	Year on year performance	Trend since base year
Energy							
Electricity (MWh)	3,307	3,205	2,848	2,932	2,478	-15%	-25%
Electricity from Renewable Sources (%)	0%	22%	86%	85%	77%	-9%	-
Natural gas (MWh)	1,608	1,557	1,041	1,070	1,073	0%	-33%
District Cooling (MWh)	604	611	611	621	248	-60%	-58.9%
Office Energy Usage Intensity (kWh/M2)[3]	338	323	271	253	223	-12%	-34%
Upstream Leased Assets Energy Use (megawatt hours)[4]	-	2	33	94	4	-95%	-
Downstream Leased Assets Energy Use (megawatt hours)[5]	637	565	371	342	313	-9%	-51%
Business Travel and Employee Commuting							
Employee Commuting (Million Km)[6]	14	8.3	7.5	7.1	8.0	11%	-41%
Business Travel Emissions Intensity (tCO_2e per FTE)[7]	1.19	0.77	0.95	0.95	0.80	-16%	-33%
Waste							
Waste generated (Kgs)[8]	248,023	106,142	112,798	166,748	116,679	-30%	-53%
Recycling (Kgs)	200,761	69,134	78,893	119,807	69,369	-42%	-65%
Incineration (Kgs)	40,321	33,948	27,332	39,320	28,988	-26%	-28%
Landfill (Kgs)	5,890	2,684	5,674	6,100	7,126	17%	21%
Waste generated per FTE (Kgs)	289	107	109	165	110	-33%	-62%
Recycling rate (%)	81%	65%	71%	73%	66%	-9%	-19%
Resource Use and Ecological Sensitivity							
Supply chain intensity (tCO_2e /FTE)[9]	6.0	4.2	4.5	4.3	4.4	3%	-26%
Paper purchased (Kgs)[10]	39,590	11,450	14,082	10,704	8,796	-18%	-78%
Paper purchased per FTE (Kgs/FTE)	46	12	14	11	8	-22%	-82%
Water use (m3)	11,891	9,326	11,738	9,980	8,171	-18%	-31%
Water use per person (m3/FTE)	14	9	11	10	8	-22%	-45%
No. of offices in water stressed areas[11]	5	5	5	5	6	20%	20%
Water use in water stressed areas (m3)	7,942	5,306	7,418	5,917	4,191	-29%	-47%
Water use in water stressed areas (%)	67%	57%	63%	59%	51%	-	-
Offices in or adjacent to ecologically sensitive areas[12]	0	0	0	0	0	-	-

Accompanying notes

In preparing this report, we have applied judgements and assumptions where necessary, reflecting the evolving availability of sustainability data and methodologies. Our GHG-related metrics are drawn from our firmwide greenhouse gas inventory, which has been prepared in accordance with the GHG Protocol and independently verified in accordance with ISO 14064-3 to a reasonable level of assurance. More broadly, our environmental reporting has regard to the World Economic Forum Stakeholder Capitalism Metrics where relevant and where data is available.

Activity data has been gathered from internal records, utility bills and supplier information. Where actual data was unavailable, estimates have been made using available data, extrapolation or appropriate industry averages. Reported environmental performance metrics are therefore subject to a degree of uncertainty arising from data gaps, estimation methodologies and the underlying data sources.

1. Reported for our Abu Dhabi, Bahrain, Birmingham, Dubai, Exeter, London, Malaysia, Manchester and Oman offices. Singapore is included from FY24/25 and Saudi Arabia from FY25/26.
2. Our reporting year runs from 1 April to 31 March.
3. Office energy use intensity is calculated as total office energy consumption from electricity, natural gas and district cooling, divided by Net Internal Area (NIA), and expressed as kWh/m².
4. Energy consumption associated with upstream leased assets comprises electricity and district cooling. No natural gas is used.
5. Energy consumption associated with downstream leased assets comprises electricity and natural gas. No district cooling is used.
6. Estimated total distance travelled by employees commuting to and from work across all modes of transport. Estimates are based on commuter survey data and extrapolation where required.
7. Business travel emissions intensity is calculated as total business travel emissions from air, rail, road and hotel stays divided by average FTE.
8. FY24/25 waste volumes were elevated by office clearances associated with our London right-sizing project and Birmingham office relocation.
9. Purchased goods and services emissions intensity is calculated as tonnes CO_2e associated with purchased goods and services divided by average FTE.
10. Office printing paper purchased, including A4, A3 and A5 paper.
11. Offices located in areas classified as having high or extremely high baseline water stress according to the WRI Aqueduct Water Risk Atlas.
12. Offices located within, or within 1 km of, a Key Biodiversity Area according to the Key Biodiversity Areas database.

Appendix C – Key ED&I metrics

Representation targets	FY22-23 1 April	FY23-24 1 April	FY24-25 1 April	FY25-26 1 April
Female representation (global)	63.3%	62.8%	62.6%	63.3%
Female partner representation, global (target 42% by end FY26/27)	40%	39.3%	39.8%	36.9%
Partner promotions (%F) *(promotions take place annually in July)*	50%	50%	28.5%	25%
Pathways Programme candidates (%F)	43%	59%	52%	51%
Gender Pay Gap (UK, Mean)	13.3%	15%	12.5%	*To be reported April 2027
Black fee earner representation, UK (target 6% by end FY26/27)	3.4%	2.2%	2.0%	2.9%
Black business services colleague representation, UK (target 7% by end FY26/27)	6.5%	5.8%	5.8%	6.1%
Ethnic minority UK Partners	11.9%	13.2%	14%	14.7%
Ethnic minority UK colleagues	18.1%	17.5%	18.2%	18.6%

*Pay Gap reporting on 4 April each year.

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