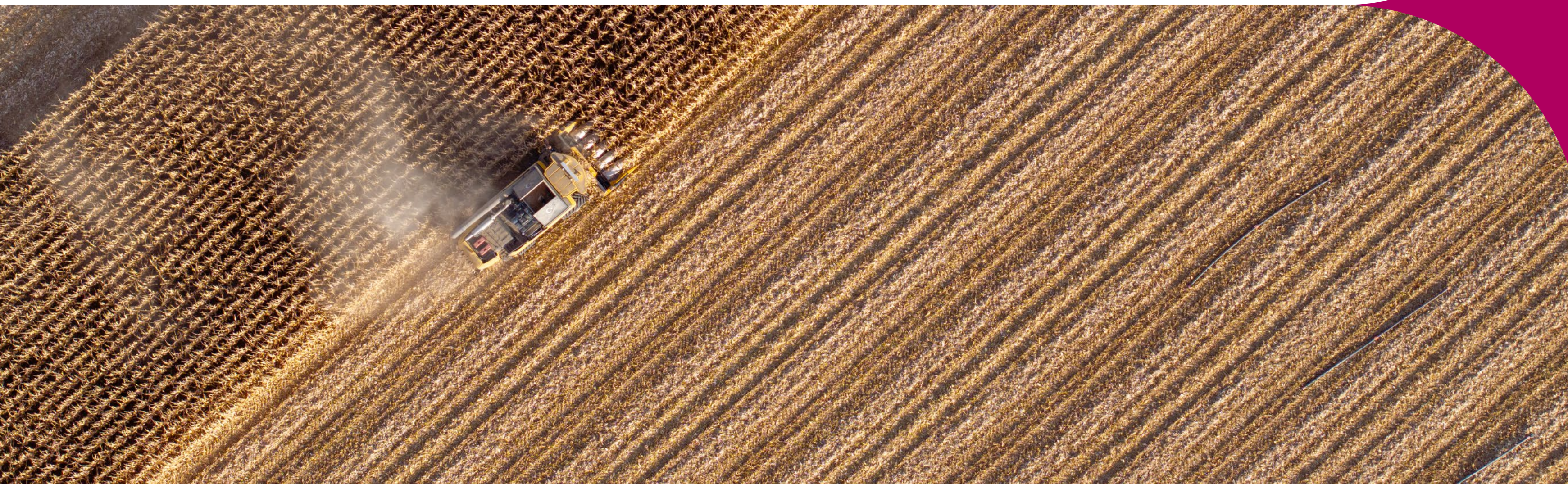


Sustainability Report 2025



Linklaters

ABOUT US

Building a more sustainable future together

As one of the world’s leading global law firms, we are committed to acting responsibly. In our 2025 Sustainability Report, we are proud to share the significant progress the firm has made against our global sustainability agenda. This year’s report highlights the impact of our collective efforts to deliver positive outcomes for our people, the environment, and the communities we work in.

Our people

Our focus is on recruiting and developing the most talented people from across all communities. We believe that our people thrive in an inclusive environment where they feel valued and respected. This is how we ensure they meet their full potential and excel for our clients. Women accounted for at least 40% of newly elected partners globally, for the fifth year running; we were again recognised by The Times as a Top 50 Employer for Gender Equality; and we ranked #1 for LGBTQIA+ inclusion in Hong Kong SAR, Singapore and the UK.

Our environment

Minimising our environmental impact is central to our approach. Since 2019, we have reduced our Scope 1 and 2 greenhouse gas emissions by 57%, and now source 95% of

our electricity from renewable sources. To further embed sustainability in our supply chain, we have expanded our EcoVadis sustainability assessment programme to reach 140 key suppliers.

Our communities

We continue to ensure our communities around the world benefit from our skills and expertise. In the past year, 40% of our people participated in our Social Impact Programme, contributing over 50,000 hours of pro bono support and 15,000 hours of skilled volunteering. The firm also continues to work closely with a number of charities and this year invested over £20m in donations and time.

The progress we make matters. It matters to our firm and to our people. We remain focused on building strong partnerships with clients, suppliers and community organisations to continue to make a difference. Together, we will keep challenging ourselves to drive change and build a more sustainable future.

AEDAMAR COMISKEY
Senior Partner and Chair, and

PAUL LEWIS
Firmwide Managing Partner

Navigating this document

The arrow indicates where more information can be viewed online. The book icon navigates to different sections and additional content can be viewed by scanning the QR codes found throughout.

Cautionary statement regarding sustainability-related data, metrics and forward-looking statements
In preparing its sustainability report, Linklaters has made a number of key judgements, estimations and assumptions, and the processes and issues involved are complex. The sustainability data, models and methodologies used are often relatively new, are rapidly evolving and are not of the same standard as those available in the context of other financial information, nor are they subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles. In particular, it is not possible to rely on historical data as a strong indicator of future trajectories, in the case of climate change and its evolution. This means that the sustainability-related forward-looking statements and metrics discussed in this document carry an additional degree of inherent risk and uncertainty. Any forward-looking statements made by or on behalf of Linklaters speak only as of the date they are made.



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WHO WE ARE AND WHAT WE DO

Our firm

➤ For almost 200 years, the world’s leading corporates, banks, funds and financial sponsors have relied on Linklaters for market-leading legal advice.

Our talented and ambitious teams operate at the forefront of all major practice areas and sectors, providing innovative, commercial solutions to our clients’ most complex corporate, finance and contentious matters.

Teamwork fuels our success. We work as one global team across borders and practices to bring the whole firm to our clients, enabling them to confidently seize opportunities and navigate risk.

[READ MORE > Our firm](#)

Driven by our Values

We strive for **excellence** to deliver outstanding client service

We **respect** each other, supporting all our people and nurturing an inclusive environment

We are **leaders**, empowered, entrepreneurial, encouraged to take initiative and embrace new ideas

We act with **integrity**, not just doing things right but doing the right thing

We are **one team globally**, united, inclusive, collaborative, delivering the whole firm to clients

20

Countries

2,484

Qualified lawyers
(excluding partners)

30

Offices

5,314

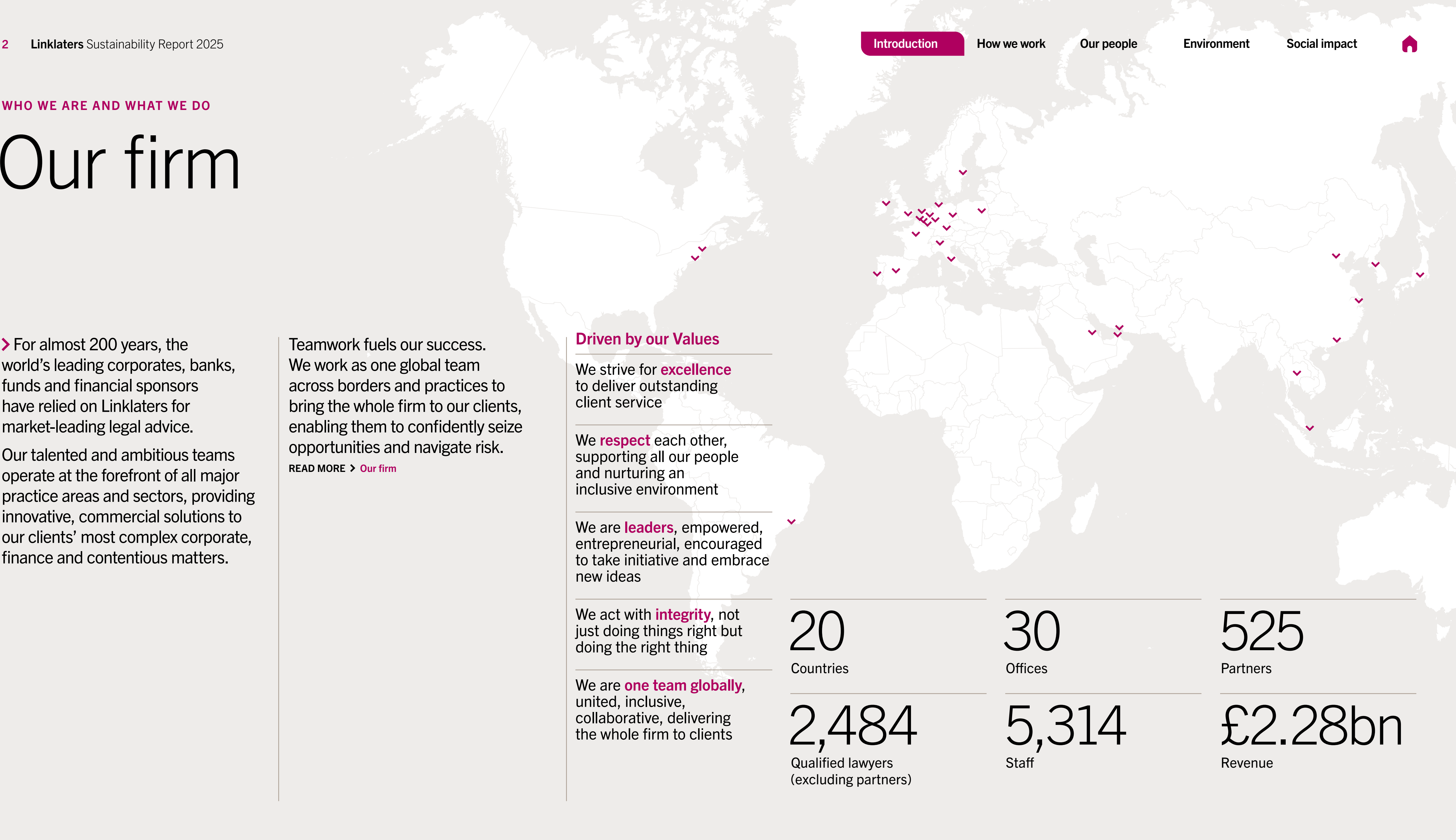
Staff

525

Partners

£2.28bn

Revenue



YEAR IN REVIEW

2025 Headlines

➤ During the last year, we've continued to make progress across our four key sustainability focus areas.

We provide further detail on these topics throughout this report.

How we work

READ MORE ➤ [Page 07](#)

- We expanded our use of EcoVadis to 140 suppliers
- We undertook further analysis of our supply chain to deepen our understanding of potential modern slavery risks
- We refined the due diligence questions we ask of suppliers in categories at a higher risk of modern slavery

EcoVadis expanded to
140
of our suppliers

Top 5
in 2025 UK Social Mobility Employer Index

- For the fifth consecutive year, women accounted for at least 40% of newly elected partners globally
- We ranked top 5 in the 2025 UK Social Mobility Employer Index
- We were named a Times' Top 50 Employer for Gender Equality 2025 for the 12th year in a row



Environment

READ MORE ➤ [Page 22](#)

- We are progressing towards our near-term GHG emissions targets; our Scope 3 target continues to prove more challenging
- The proportion of electricity sourced from 100% renewable energy supply increased to 95% globally
- We continued to work with our key supply partners to monitor the environmental credentials for fit-out products and materials for the move of our London Headquarters to 20 Ropemaker, improving the accuracy of our emissions reporting

Scope 1 and 2 emissions reduced by
57%
and Scope 3 by 5% since 2019

£20m
invested in donations and time

- 50,000 pro bono hours contributed globally
- 40% of our people participated in our Social Impact Programme
- We invested £20m in donations and time*

* valued at cost-to-firm using the B4SI methodology.

SUSTAINABILITY AT LINKLATERS

Strategic priorities

➤ We’ve been working to address our environmental and social impacts for many years and we recognise there is always more work to do. As the regulatory environment and expectations of our key stakeholders evolve, we continue to assess how our sustainability programme may need to adapt.

66 Everything highlighted in this report has been made possible by the passion, pride, and commitment of colleagues across Linklaters. I am always so impressed that our Sustainability team and our people never let up in striving to do more for others and for our planet. We are grateful to all of them for their contribution to another year of progress and impact.

JELITA PANDJAITAN
Partner and Sustainability Committee Chair

How we work

We pride ourselves on our culture of teamwork and high performance, and are committed to acting responsibly and with integrity in everything we do. Our market-leading ESG practice advises clients on a range of environmental, social and governance issues. We seek to take ESG considerations into account in our operations and to promote sustainability matters in our supply chain.

Page 07

Our people

We are committed to building diverse, high-performing teams and supporting and empowering everyone at Linklaters to reach their full potential. Our focus is on recruiting and developing the most talented people from across all communities and nurturing an inclusive environment where all our people feel valued and respected so they can perform at their best. We want our people to feel safe at work, be fairly rewarded, and see their health and wellbeing properly addressed.

Page 15

Environment

We recognise the urgency of climate action and the importance of robust environmental management. As a firm, we work hard to reduce our environmental impact and associated emissions, with a focus on energy and resource efficiency, waste prevention, promoting conscious travel, circular economy principles and supply chain engagement.

Page 22

Social impact

We are committed to using our skills and expertise to deliver positive social impact. Our dedicated Social Impact practice draws on our firm’s capabilities to help tackle the big challenges facing society. Every year, we make significant investments of time, in-kind support and donations to support hundreds of organisations worldwide to address their needs and further their causes.

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CLIENT ADVICE AND ENGAGEMENT

Sustainability and our clients

➤ We handle the most complex and market-shaping matters for clients across all major sectors and geographies.

This includes matters at the forefront of the energy transition. Our highly experienced lawyers provide strategic, transactional and regulatory advice that enables clients to transform their businesses and their value chains.

Through ongoing training and upskilling programmes, we ensure our lawyers remain alert to sustainability-related issues so that they can spot and support our clients in navigating them.

Specialist practitioners

We have invested heavily in developing a robust understanding of the global ESG landscape. The breadth of knowledge and experience across the firm, and in particular in our Energy & Infrastructure and ESG teams, means we are well placed to offer solutions to challenges where there is typically no established blueprint.

Our market-leading global ESG team is experienced in advising clients on their transition strategies, risk management, climate and ESG-related disclosures and governance frameworks to support organisational change. The team comprises sustainability practitioners with extensive expertise. They work closely with a wider global network of lawyers covering a range of legal disciplines to deliver joined-up ESG advice through a multidisciplinary approach.

Our Energy & Infrastructure teams offer clients global coverage, combining in-depth knowledge of energy transition technologies, with local policy and regulatory insight, as well as leading practices for mergers and acquisitions and financing transactions of all kinds. We have specialised in the full spectrum of energy transition projects for over two decades.

Firmwide ESG awareness

To equip our lawyers to provide comprehensive energy transition and ESG-focused services across all major practice areas, and to support clients in addressing the risks and opportunities presented to their business by ESG issues, we run a programme of training sessions, briefings and other capacity building initiatives. This includes a series of “ESG Deep-Dive Sessions”, delivered in partnership with experts from the University of Oxford and senior lawyers across the firm during FY24, as well as internal stand-alone training sessions on climate change and other ESG issues delivered for teams by our specialist practitioners.

Sustainability thought leadership

Our learning and development offering is informed and complemented by thought leadership materials produced by the firm’s specialist practitioners to support clients. Examples include:

- **ESG Legal Outlook**, summarising key global ESG trends and expected developments
- **ESG Newsletter**, covering monthly developments in the UK, EU, US, Asia and globally on all ESG topics

- **ESG Disputes Bulletin**, a quarterly update on contentious ESG matters
- **Sustainable Futures blog**, expert views from our ESG practice on latest developments in the industry
- **Energy & Infrastructure Legal Outlook**, summarising key Energy & Infrastructure trends and expected legal and regulatory developments

Business acceptance

We have a well-established business acceptance framework, which we apply to all new clients and mandates. It takes into account our legal and professional

obligations, risk and reputational issues and the firm’s Values, which include acting with integrity and as a responsible business.

All new business is assessed by our Business Acceptance team and, where material issues (including ESG-related) that require discussion are identified, the relevant matter is escalated to an appropriate group of partners to consider whether or not the business should be accepted.

We keep our business acceptance processes and approaches under review and expect these assessments to continue to evolve over time.



COMMITMENTS AND BENCHMARKS

Holding ourselves to account

➤ Linklaters is a longstanding participant in the UN Global Compact (UNGC) and has for many years reported to the Carbon Disclosure Project (CDP) on climate change, Business for Societal Impact (B4SI) on social impact and EcoVadis as a key supplier for many of our clients. We also participate in sectoral networks, including the Greener Arbitration Pledge and the Legal Sustainability Alliance.

In selecting such associations, we focus on those most relevant to our business to which we can meaningfully contribute. We prioritise those that look to share expertise across the legal sector, recognising our responsibility to share our learning and resources with those that may be earlier on in the journey, while learning from the insights of others. We will continue to review all new invitations for both alignment and relevance though we will remain selective in the further commitments that we make.

A snapshot of our current partnerships and memberships is shown opposite.

How we work

- EcoVadis**
Silver 2025
- Living Wage Foundation**
Principal partner
- UNGC**
Member

Our people

- Valuable 500**
Member
- Times’ Top 50 Employers for Gender Equality 2025**
12th year in a row
- UK Social Mobility Employer Index**
#3 2025
- Working Families**
Top 30 Employer 2025
- Disability Confident**
Level 2 Employer
- Community Business LGBTQ+ Index**
#1 Employer for LGBTQIA+ inclusion in Singapore and Hong Kong SAR (2025)
- Stonewall**
#1: Top 100 Employers for LGBTQ+ inclusion list 2024
- Gold Award in Japan’s LGBTQ+ Work with Pride Index**
9th year in a row
- MindForward Alliance**
Founding members in UK and Singapore, awarded “Health Creating” ranking in Singapore and UK 2024
- City Mental Health Alliance Hong Kong**
Founding member, awarded “Enhanced” ranking in Hong Kong SAR in 2024
- Mindful Business Charter**
Signatory
- Mansfield Rule**
Certified Plus status in the UK for 2024-5

Environment

- CDP Climate Change**
‘B’ rating 2024
- Greener Arbitration Pledge**
Signatory
- ISO 14001:2015**
Global certification
- Legal Sustainability Alliance**
Founding member
- Science Based Targets initiative**
Near-term GHG emissions reduction targets verified

Social impact

- B4SI**
Member
- Skills Builder**
Silver Excellence Mark



How we work

“Acting responsibly is central to how we do business. It is encouraging to see our global teams stepping up, individually and collectively, to deliver on our sustainability commitments.”

CHRIS HOLT

Chief Finance Officer and
Sustainability Committee Member



➤ Being a responsible business is key to how we work as a firm and as individuals, and we seek to ensure that we are not just doing things right, but we are also doing the right thing.

Our working culture is built around unifying Values and ethical standards. These, in turn, inform robust governance and risk management practices.

We recognise that our impact on the environment and society goes beyond our own operations. We seek to extend our sustainability-related commitments to our suppliers and have taken steps over recent years to embed sustainability within our sourcing processes.

In this section

- 08 Ethical conduct and risk
- 10 Governance and accountability
- 12 Responsible sourcing
- 13 Labour and human rights

ETHICAL CONDUCT AND RISK

Doing the right thing

➤ Our Ethical Code sets out our global ethical standards and compliance responsibilities and is underpinned by our culture and Values.

Our Values guide how we conduct our relationships with one another and our stakeholders.

Eight core ethical standards supplement local regulatory requirements and professional responsibilities. We follow these in all we do, whatever our role in the firm.

From anti-bribery and corruption to data protection and information security, combatting financial crime to outside interests, the firm has key policies and training to support all of our people in fulfilling our compliance responsibilities.

[READ MORE ➤ Our Ethical Code](#)

Speaking up

At Linklaters, we want to ensure that our people and business partners feel empowered to speak out if they have any concerns.

We take any suggestion of a breach of our ethical standards, values, or risk, compliance, or human resources policies very seriously. We encourage concerns to be raised with a member of the HR or Legal & Risk team or a partner or manager so that the firm can take all appropriate steps.

We have also established a network of ‘Speak Up Guardians’ in our UK, Madrid, Lisbon, Singapore and Americas offices. The guardians are trained to help colleagues navigate the most appropriate route to raise or escalate work-related concerns, accurately and impartially.



As a Speak Up Guardian, I have found the role incredibly rewarding, particularly when assisting colleagues as they navigate concerns and helping them to understand the support mechanisms available. I’ve appreciated the trust that colleagues have placed in me and have seen first-hand how open conversations can make a real difference. Being able to help create a more supportive and inclusive workplace at Linklaters is something I value greatly.

SU CLARKE
Head of Software Development and Testing and Speak Up Guardian, London



Tax contribution

Linklaters makes significant financial contributions to the economies of the jurisdictions in which it operates through the payment and collection of taxes. Further detail on our approach to taxation is available in our Tax Policy.

Total contributions were approximately £793m in FY25.

The firm and its Partners paid, or will pay, taxes of over £414m, comprising:

- Profit taxes £335m
- Employer’s social security contributions £62m
- Property taxes £9m
- Other taxes £8m

The firm has collected on behalf of governments in jurisdictions in which we operate £379m of other taxes, comprising:

- Payroll and social security deductions from remuneration paid to our staff £234m
- Value Added Tax, Goods and Service Tax and similar taxes collected from clients £145m

[READ MORE ➤ Tax Policy](#)



ETHICAL CONDUCT AND RISK

Doing the right thing
continued

Risk management

The evolving sustainability challenges and legislative agenda require strong global leadership, sound governance and robust risk management.

Our Legal & Risk team, a global team of in-house lawyers and advisers, supports partners and senior managers in ensuring that the firm complies with applicable laws and professional rules, and manages the risks associated with our legal practice (including new business risks, e.g. conflicts of interest, anti-bribery and corruption, anti-money laundering, sanctions and high-growth market risks). The team also manages the firm’s exposure to claims and complaints in the conduct of our practice.

Our global Enterprise Risk Management Framework maps identified key risks’ causes and potential impacts, tracking relevant controls comprising the management response to each. These risks have a dedicated business risk owner who is responsible for the regular assessment of the relevant risk and implementation of the relevant systems and controls to address them.

National Managing Partners and local Risk Partners share responsibility for managing risks in the legal practice of each local office, and Business Teams directors share responsibility for managing business risks not directly related to the conduct of the firm’s legal practice.

Our approach to risk management is overseen by the firm’s Risk Committee, whose remit is to review the way in which the firm’s legal practice and operational risks are being managed. This includes information/data security; IT resilience; finance controls and tax strategy; business continuity; and certain people-related risks (which can overlap with the responsibility of the People Committee).

CASE STUDY

Climate-related risks
and opportunities

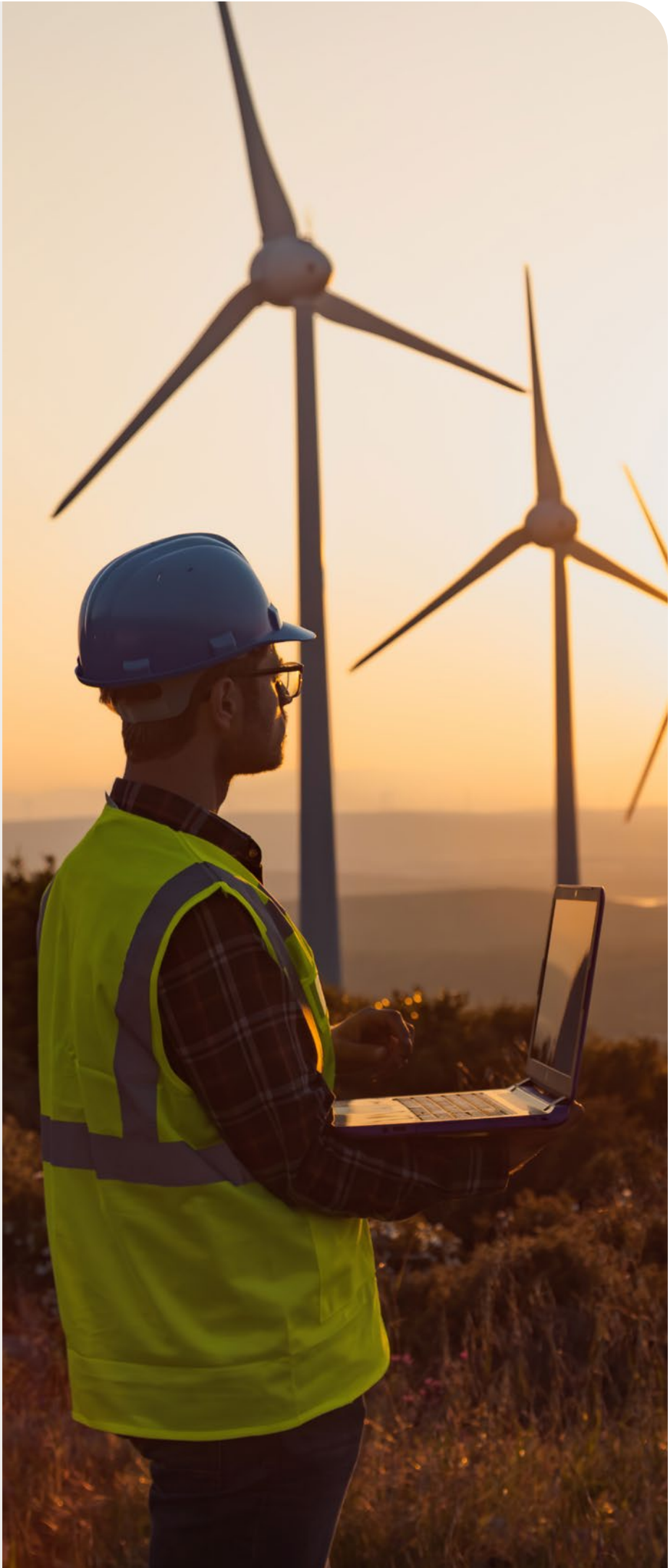
In FY23 we started the process of analysing the resilience of our business model and strategy to climate change impacts by commissioning a dedicated climate scenario analysis by an external consultancy.

As a result of this exercise, we identified six principal climate-related risks and opportunities that were most relevant to our business:

- Transition risk: Maintaining a position as a leading law firm
- Transition risk: Attracting and retaining talent
- Transition opportunity and risk: Increased or decreased demand for services from clients impacted by climate change
- Transition opportunity: Demand for services from clients in emerging new sectors
- Transition opportunity and risk: Environmental sustainability upskilling
- Physical risk: The firm’s people, offices and/or operations being impacted by climate change.

In light of the continually evolving and significant nature of climate-related risks and opportunities, both for the firm and our clients, we continue to engage our sector group and business team leaders, building on the climate scenario analysis exercise run during FY23 and the climate issues-focused sector engagement run during FY24. Based on the ongoing review, our assessment remains that our business model is sufficiently diversified and broadly resilient to climate change, and that these remain the principal climate-related risks and opportunities.

We identify and manage climate-related risks as part of our existing Enterprise Risk Management Framework, to ensure that climate-related risks are not considered in isolation. The Enterprise Risk Management Framework takes into account the findings of the above assessment, and we continue to develop and implement our strategy and risk management practices to address the risks and realise the opportunities.



GOVERNANCE AND ACCOUNTABILITY

Sustainability frameworks that deliver impact

➤ Sustainability-related regulation requires ever clearer ownership of sustainability and for relevant considerations to be clearly embedded in decision-making.

The firm has taken a number of steps in recent years to ensure that the sustainability strategy agreed with the Partnership Board is implemented across the firm.

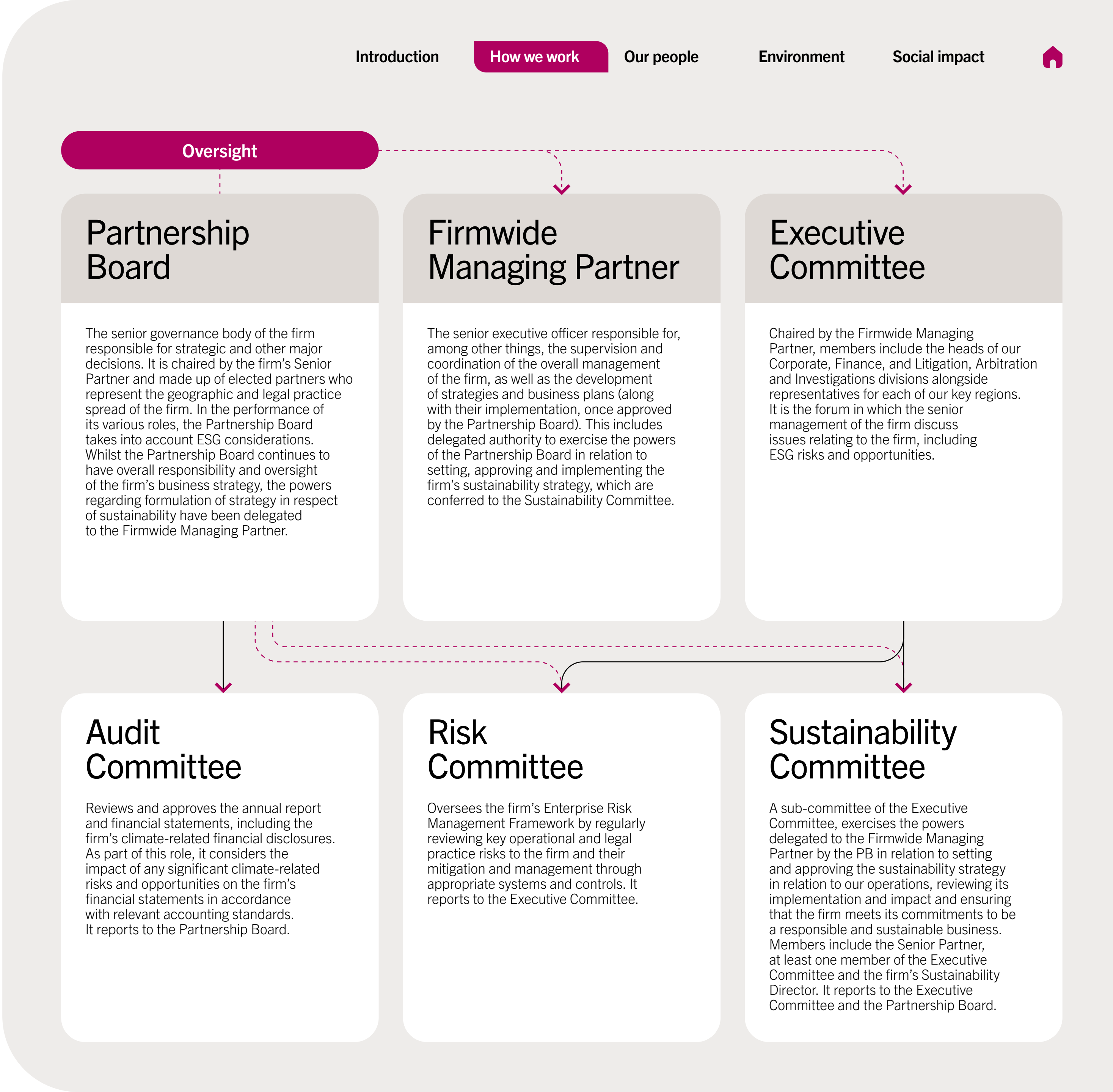
Following the changes to the Committee structure, set out in the 2024 report, in FY25, the firm reflected on how best the Sustainability Team might connect into relevant projects and decisions, and the Sustainability Team was moved to form part of the firm’s Business Change function.

As the function responsible for identifying, delivering and driving the adoption of strategic change across the firm, Business Change has strong visibility of, and influence in, the

major projects that the firm is undertaking. This strengthened connection with the firm’s sustainability practitioners aims to help ensure that relevant considerations are embedded at the right point in the project lifecycle to influence outcomes.

66
Strengthening the connections between our Sustainability Committee and ExCom, and our Sustainability Team and our Business Change function, helps to ensure that sustainability informs key decision making across the firm.

MATT SPARKES
Sustainability Director,
London



GOVERNANCE AND ACCOUNTABILITY

Embedding sustainability

➤ In order to embed our sustainability commitments across the firm, the Sustainability Committee and ExCom oversee a number of established programmes, sub-committees and working groups. Examples include:

People Committee

The People Committee, a subcommittee of ExCom, is responsible for driving forward our People strategy, including our global programmes and initiatives that embed our inclusive culture and seek to enable our people to thrive. Our partners are involved in shaping the design of our programmes and act as sponsors and coaches.

Carbon Reduction Programme

Since setting our firmwide GHG emissions reduction targets in 2021, we have established a firmwide Carbon Reduction Programme with representatives from across our offices and multiple functions. The Carbon Reduction Programme Steering Group overseeing this work reports periodically to the Sustainability and Executive Committees.

Social Impact Committees

Across our global offices, these committees drive forward local volunteering partnerships and oversee the firm’s committed charitable donations. They are made up of colleagues who are passionate about applying our skills, time and resources for good.

Modern slavery and human rights working group

With representatives from the firm’s Sustainability, Legal & Risk and Responsible Sourcing teams, this group guides and monitors the firm’s approach to the management of modern slavery risk, and oversees the production of our annual Modern Slavery Statement.

Climate-related disclosures working group

With representatives from across the firm’s Sustainability, Legal & Risk and Finance teams, the group oversees the production of our reporting on climate-related risks and opportunities, including the annual climate-related financial disclosures included in Linklaters LLP’s annual report and accounts.

CASE STUDY

Sustainability Committee Summit 2025

In February 2025, the Sustainability Committee came together in the firm’s London office for their second annual Summit.

Across an intensive two-day workshop, the Committee was joined by the firm’s sustainability practitioners, and leaders from across the ESG and Energy & Infrastructure Practices and the Clients & Sectors, Business Acceptance, Legal & Risk and Corporate Communications teams, to consider the firm’s longer-term sustainability ambitions and medium-term priorities.

A particular focus for this year’s Summit was the uncertain regulatory landscape. Like many of our clients and peers, we are watching developments closely and intend to adapt our approach to respond to the evolving regulatory expectations and timelines.

The Committee also reflected on how we might accelerate progress against our near-term GHG emissions reduction targets and, in particular, on decarbonising our supply chain. Following the discussion, a project was launched to explore the key levers available, and the Environment and Responsible Sourcing teams are piloting a number of initiatives this financial year.

The Committee also reviewed our Social Impact Programme, looking at our current progress, the challenging external landscape for our social impact partners, and the key forward-looking focus areas to advance our 50% firmwide participation target.

These sessions have proved to be a valuable addition to the regular series of meetings, and the Committee will be looking to repeat it again in 2026.





RESPONSIBLE SOURCING

Supplier partnerships

➤ Our supply chain accounts for a significant part of our impact on the environment and society. To manage this impact, we prioritise partnerships with suppliers who demonstrate accountability, transparency and a commitment to continuously improve their sustainability performance.

The firm’s approach to responsible sourcing is set out in the following documents:

Responsible Sourcing Policy

Brings together Linklaters’ sustainability commitments and priorities, and shapes how our people work with our suppliers to promote sustainability across our key thematic focus areas.

Supplier Code of Conduct

Sets out the minimum responsible standards we require from our suppliers and their subsidiaries and subcontractors who provide goods or services to Linklaters.

Strategic Sourcing Policy

Outlines the sourcing process required for strategic purchases at Linklaters. Responsible sourcing principles are embedded throughout.

Embedding sustainability in our sourcing process

In recent years we have taken steps to embed responsible sourcing principles into our strategic sourcing process, ensuring sustainability is factored into how we select, contract, partner with and monitor our suppliers.

The sourcing process outlined here shows how we integrate responsible sourcing considerations at each stage. This represents the approach taken with the Strategic Suppliers used by our Global Head Office and UK Network. The GHO suppliers that do not fall under the remit of the Strategic Sourcing team are managed by the relevant business team in the London office. Suppliers of local services to offices outside London are managed by colleagues based in the relevant office.

READ MORE ➤ [Responsible sourcing approach](#)

Business case

Influence buying habits by highlighting the sustainability impact e.g. embodied carbon of goods or modern slavery supply chain risks.

For our 20 Ropemaker Furniture Dealer contract, we have embedded sustainability criteria into the business case for each package of work. Initially, we apply circular economy principles to assess opportunities for reusing, repurposing or recycling existing products. If new products are necessary, each package undergoes rigorous evaluation to minimise embodied carbon and promote adherence to ethical labour practices.

Sourcing

Sustainability-focused tender questions and requirements for each category of spend.

During strategic sourcing processes, we ask potential suppliers questions in line with our Responsible Sourcing pillars. We ask suppliers about their environmental management systems, GHG emissions targets and carbon reduction initiatives, and their approach to modern slavery prevention and paying living wage. This year, we have edited the questions we ask of suppliers to improve the quality of the data given in responses, and enable us to better monitor the sustainability performance of potential and selected suppliers.

Evaluation

Supplier evaluation criteria and weighting based on sustainability risk and category of spend.

When evaluating responses to tenders, at least 10-15% of the scoring is attributed to responsible sourcing factors. Where sustainability is identified as a material risk within the services to be provided, the weighting may be increased up to 40%. This means that a potential supplier’s approach to sustainability and human rights is evaluated alongside the cost, quality and overall suitability of the proposal.

Enhanced tracking and monitoring

To allow us to assess and report on our suppliers’ sustainability performance, we partner with EcoVadis, the sustainability rating and monitoring platform.

EcoVadis scorecards show a company’s performance on four themes: Environment, Labour and Human Rights, Ethics and Sustainable Procurement. As of May 2025, we had 140 supplier scorecards registered on the EcoVadis platform, accounting for 97% of our spend with Strategic Suppliers in FY25. 65% of our suppliers have achieved at least a “Bronze” medal on EcoVadis.

Supplier relationship management

Ongoing monitoring of suppliers’ sustainability performance throughout the contract lifecycle.

Responsible sourcing is a recurring agenda point in business review meetings with Strategic Suppliers. These sessions enable us to assess each supplier’s progress on responsible sourcing and to identify potential opportunities for collaboration. We have also implemented sustainability-specific meetings with several of our highest-impact suppliers to discuss topics such as modern slavery prevention and waste reduction in greater depth.

Contracting

Contractual clauses requiring suppliers to comply with the Supplier Code of Conduct and other key sustainability commitments.

Our Supplier Code of Conduct is embedded in our standard terms and conditions. It requires suppliers to adhere to the Code’s principles and to promote equivalent principles in their own supply chain. We also include specific clauses related to modern slavery prevention and environmental factors as appropriate.

LABOUR AND HUMAN RIGHTS

Upholding fundamental principles

➤ As a leading global law firm, Linklaters is committed to excellence, leading by example and conducting every aspect of our business with integrity. Our commitment extends to fostering a working environment in which internationally recognised human rights are respected.

We apply the 10 principles of the UN Global Compact, including respect for the protection of labour and human rights. We also endorse the UN Guiding Principles on Business and Human Rights.

Health and safety

We are committed to providing our people with a legally compliant workplace that is safe, comfortable and supportive.

Tackling discrimination

We commit to preventing discrimination in recruitment, professional development and promotion processes. We also provide training for all employees on how to raise and address discrimination or harassment if it arises.

Promoting fair employment practices

We comply with all applicable legislation relating to employee terms and conditions, including pay. Within the UK, everyone who works in our offices – whether directly employed or not – earns at least the Real Living Wage set by the Living Wage Foundation. We are proud to be a Principal Partner of the Living Wage Foundation, encouraging other companies and firms to commit to fair pay.

In FY25, we joined the Living Wage Foundation’s new Supply Chain Working Group, set up to seek ways of increasing adoption of the Real Living Wage throughout supply chains. We will contribute ideas to this forum and adopt relevant initiatives in our own supply chain.

Preventing forced, compulsory and child labour

As set out in our Modern Slavery Statement, we commit to ensuring that modern slavery, human trafficking, child labour or any abuse of human rights have no place in our organisation or supply chain.

As part of this commitment, in FY25 we carried out a supply chain risk mapping exercise to identify the types of purchases that are highest risk for modern slavery. Procurement categories were rated according

to the risks within the first tier of the supply chain (our suppliers) as well as the likely risks in the lower tiers (our suppliers’ suppliers). High-risk categories were identified as such if the supply chain for that type of product or service has a high proportion of low-paid workers, if the purchase is in a category reported to be higher risk for modern slavery or if the supply chain is heavily dependent on products containing minerals which could be from conflict-affected areas.

As a result of this exercise, we identified 40 subcategories of spend that are higher risk for modern slavery such as catering, cleaning services and office supplies. This activity has enabled us to identify the highest risk suppliers that should be targeted for engagement on modern slavery prevention.

READ MORE ➤ [Modern Slavery Statement](#)



As the UK government points out in its latest guidance on transparency in supply chains, no organisation is immune to the risks of modern slavery. That’s why as a firm we commit to learning and to evolving our approach to the prevention of forced labour and human trafficking in our operations and supply chain, and we expect our suppliers to do the same.

ROSIE BURROWS
Responsible Sourcing
Manager, London



LABOUR AND HUMAN RIGHTS

Upholding fundamental principles continued

Human rights across our supply chain

We use EcoVadis as a tool to monitor the performance of our suppliers in relation to labour and human rights. Through the metrics reported to EcoVadis, we are able to track how engaged suppliers are with human rights issues, and to gauge broader trends in our supplier base.

For example, we monitor the proportion of Linklaters’ suppliers enrolled on EcoVadis with the following measures in place:

Our overall aim is to see a growing proportion of Linklaters’ strategic suppliers with the measures listed below and engaging in other best practice initiatives, such as cross-functional working groups for continuous improvement on modern slavery prevention.

Labour and human rights metric	Proportion of Linklaters’ suppliers in EcoVadis programme			
	2022	2023	2024	2025
Active whistleblowing policy on human rights issues	82%	73%	74%	79%
Reporting on labour and human rights issues	42%	42%	48%	54%
Auditing or assessing supply chain on corporate social responsibility (CSR) issues	67%	67%	64%	66%
UNGC signatory	55%	55%	55%	54%
Measures relating to working conditions	—	—	99%	99%

Championing labour and human rights in our Pro Bono Practice

Beyond our operations and supply chain, we are committed to raising awareness of these issues and building capacity in wider society. One of the key ways in which we do so is by channelling our expertise and resources to charities, not-for-profit organisations and individuals in need of help.

Over the last year, we have continued to support the work of long-standing pro bono partners, such as Lawyers Without Borders and HELP for Domestic Workers, to build capacity in justice systems to tackle human trafficking and Modern Slavery.

We have also delivered casework support and strategic corporate advice to multiple other community organisations supporting victims of human trafficking and Modern Slavery, helping boost their organisational capacity and extend their impact. For example, our holistic legal support for Justice Without Borders ultimately helps victims of labour exploitation in Southeast Asia to pursue cross-border compensation cases against their abusers.



Advising on labour and human rights

In addition to our efforts in our own operations and supply chains, we recognise that human rights is an important area of focus for our clients. There is heightened awareness of and continued focus on the topic, particularly as the development of regulatory regimes on human rights and supply chain due diligence continues. Linklaters’ cross-border Business and Human Rights practice has been at the forefront of advising on these themes for over

a decade, and has supported organisations across a range of sectors in navigating an increasingly complex regulatory and stakeholder landscape, strengthening their approach to human rights governance, helping them understand due diligence expectations and compliance requirements, and in taking steps to address litigation and liability risks.

READ MORE > Business and Human Rights



Our people

“We recognise that our approach must start well before people reach our doors and continue long after they leave. That is why we aim to make an impact at all points of the career life cycle.”

LYNNE BURNS
Chief People Officer



➤ We are committed to building diverse, high-performing teams and supporting and empowering everyone at Linklaters to reach their full potential.

Our focus is on recruiting and developing the most talented people from across all communities and nurturing an inclusive environment where all our people feel valued and respected so they are able to perform at their best. This in turn helps us to anticipate opportunities, come up with creative solutions, and deliver the best of Linklaters for our clients and each other.

In this section

- 16** Learning, development and wellbeing
- 18** Diversity and inclusion

LEARNING, DEVELOPMENT AND WELLBEING

Investing in talent

Learning and development

We are committed to providing impactful development opportunities to equip colleagues to excel in their careers and drive the firm’s strategy. Our programmes represent a significant investment in our people, targeted to support our colleagues at critical moments in their career journey. Group and individual coaching are a core feature of our programmes, as well as being a standalone offering to all employees within the firm, supporting colleagues on what’s most valuable to them and delivering maximum impact for the firm.

Our blended delivery model for our programmes and bite-sized workshops (in-person, virtual and using a range of digital media) offers flexibility and accessibility for all our colleagues. It also enables us to minimise travel and the carbon footprint of our programmes.



CASE STUDY

Gen AI

Now moving from experimentation to implementation, we have been integrating GenAI tools into everyday work to deliver world class solutions for the world’s leading corporates, banks, funds and financial sponsors.

Unlocking the power of GenAI to support clients on their most complex, cross-border mandates, we have been equipping and empowering our teams to use AI to lead the market in the delivery of premium work for clients.

Over the last year, we have upskilled our people on the fundamentals of AI and created advanced training in a digital format which helps learners transition from a basic understanding of AI to being able to leverage AI within their day-to-day tasks. We partnered with various academic institutions and experts to run training days and hackathons where participants developed their skills in a range of areas including advanced prompting, comprehensive task decomposition and agentic experimentation to allow them to become catalysts for GenAI projects across the firm.

As a result:

- Legora’s Generative AI platform for legal professionals was deployed to all fee earners globally with over 80% of licensed users actively using the platform
- Copilot adoption continues to grow, with 73% of colleagues actively using the tool
- Laila, our firmwide chatbot, is engaged over 200,000 times a month

LEARNING, DEVELOPMENT AND WELLBEING

Investing in talent
continued

Health, safety and wellbeing

Creating a working environment that promotes the health and wellbeing of our people is a key part of our firmwide strategy. We aim to:

- Support our people to take responsibility for their physical and mental health and build their resilience
- Guide our partners and leaders to support the health and wellbeing of people in their teams, recognise and address the signs of ill health (mental and physical), and refer people to resources the firm provides to help and support

We monitor employee wellbeing and sentiment across the firm using our global engagement survey. We use the insights from this survey and other feedback and listening channels to improve our understanding of workplace experiences and make more informed decisions about our people strategy.

We aim to make it as easy as possible for our employees to access support when they need it. In addition to the numerous health and wellbeing services available onsite in a number of our offices, we also provide access to virtual GP and psychological support, medical and mental health services (through private medical insurance and our employee assistance programmes) and WorkLife Central, a free digital hub to support, inform and inspire professionals in their family life, work life and wellbeing.

We are also a proud signatory of the Mindful Business Charter, a collective commitment from a wide range of businesses and law firms which aims to promote healthier and more effective ways of working in the UK legal industry. The charter brings together in-house legal teams and legal service providers to reach a shared agenda for mental health and wellbeing. We are also a founding member of the MindForward Alliance in the UK and Singapore, and we’ve achieved the highest accreditations in their organisational mental health assessments, “Health Creating” status in the UK and Singapore, and “Excelling” in Hong Kong SAR.

UK Health & Safety Policy

We are committed to providing a safe, legally compliant, and supportive environment for our people, clients, and visitors. Our UK offices are accredited to the ISO 45001 standard for Occupational Health and Safety Management, demonstrating our commitment to Health and Safety. Our Health and Safety policy sets out our requirements for compliance and continual improvement, ensuring risks are identified, managed, and controlled proactively. We foster a positive safety culture that prioritises Health and Safety for our people, clients and visitors.



20 Ropemaker has been designed and built with a commitment to meet the highest standard of WELL accreditation, which focuses on delivering spaces that enhance the physical and mental health and wellbeing of those working in or visiting the building. For example, our health and wellbeing suite, ergonomically designed workspaces, state-of-the-art fitness centre, and centrally located refreshment areas for social connection on workplace floors reflect our ambition to support colleagues’ wellbeing at 20 Ropemaker.

ZOE WOOD
Operations Manager,
London



Family building benefit program

In 2024, our Americas offices introduced a family building benefit program and partnered with Maven, a digital health platform designed to support colleagues throughout their reproductive and family journeys. The program is open to all eligible employees and their spouse/domestic partner, regardless of gender identity or expression.

Offering unlimited, 24/7 virtual access to top-rated healthcare providers, a dedicated Care Advocate, on-demand educational content, and virtual classes, the expert-designed programs are customised to address each employee’s specific needs, including family building, maternity, newborn care, parenting, and menopause. Also included is the Maven wallet which helps cover the cost associated with fertility preservation, adoption, or surrogacy. This benefit has been well utilised with 2,455 touchpoints in the year to date.

DIVERSITY AND INCLUSION

Our strategy in action

➤ Our focus is on recruiting the most talented people from across all communities and continuing to nurture an inclusive environment where all our people feel valued and respected so they are given the opportunity to perform at their best.

We have a global approach to inclusion, including the following key areas of focus:

Market-leading people policies

...to support colleagues at different career and life stages e.g. Global Menopause Policy, New Parent Leave Policy, Adjustment Days Policy for returning parents, Pregnancy and Baby Loss Policy, Gender Reassignment Policy, Domestic Abuse Policy and support package and IVF and Fertility Treatment Policy (all LGBTQIA+ inclusive).

Rigorous review of people processes to ensure fairness

...including monitoring work allocation, moderation of reward and promotion decisions and detailed analysis of employee engagement survey data to understand how our people experience the firm.

Career development support

...to enable all colleagues to perform at their best and realise their potential. This is delivered through learning programmes at each career stage and supplemented with coaching, mentoring and sponsorship opportunities for all.

Strengthen culture and community

...through our network and affinity groups. These groups are open to all and play a key role in bringing colleagues together to learn, share experiences and have fun. Examples include social mobility, gender equality, race, ethnicity & cultural networks.

Delivering training

...to build understanding and learn from each other. Modules include unconscious bias, inclusive culture, inclusive leadership, active allyship, managing micro-aggressions and understanding neurodivergence.

Celebrating diversity

...across our global offices, we mark over 50 key dates each year including International Women’s Day, Pride, Black History Month, Diwali, Eid, Holocaust Memorial Day and World Mental Health Day.

Our firm today

Measuring and reporting our progress helps keep us accountable.

38%

of our Partnership Board are women

52%

of our Chiefs and Directors are women and

28%

of our partners are women

41%

of newly elected partners in 2025 were women (global) and...

13%

minority ethnic (UK)

Top 5

in the 2025 UK Social Mobility Employer Index

15+

employee affinity groups and networks globally

In the UK, we publish Diversity Pay Gap data going beyond statutory obligations and voluntarily reporting on gender, race and ethnicity and social mobility pay gaps.

READ MORE ➤ [UK Pay Gap Report 2024](#)

DIVERSITY AND INCLUSION

Affinity groups and networks

➤ Our 15+ affinity groups and networks play an important role in building community and inclusion, and providing a safe space to learn and share experiences.

The Americas are proud of our nine growing and evolving Affinity Groups, including our newest addition, the Family & Carers Network. The First Gen Network recently launched its Mentoring Circles, a thoughtful initiative designed to build community across different roles and levels of seniority and provide a space for First Gen Network members and allies to connect, share experiences and support one another’s growth.

The Asia With Pride Network has focused on bringing outside perspectives into our workplace, through organising Asia-wide events including an event with Open For Business on the economic case for LGBTQIA+ inclusion in South East Asia and a session exploring the

joy and challenges of queer parenthood in Singapore, both aimed at sparking curiosity, encouraging action, and fostering meaningful connections across the region.

Within Europe, our German Parents at Linklaters network hosted a session in the Frankfurt office with Viva Familienservice on Violence and Bullying in Schools. This provided our parents with vital strategies for prevention and intervention, and practical tips on how to make their children feel safe and supported through open conversations and activities like family role-play and “superheroes against bullying”.

In the UK, our Social Mobility network hosted a series of financial education sessions exploring the family, educational and cultural influences that can shape our financial understanding and behaviours. Topics included understanding taxation, getting on the property ladder, planning for pensions and making financial investments.



The establishment of regional With Pride and Social Mobility networks in Asia has been instrumental in aligning goals across many different jurisdictions and cultures by sharing perspectives, best practices, and resources. In addition, having regional affinity groups has helped to foster a greater sense of belonging through expressing shared experiences and challenges.

JANET WANG
Senior Corporate
Responsibility Advisor,
Hong Kong SAR



DIVERSITY AND INCLUSION

Building diverse, high-performing teams

Early careers

In outreach and recruitment, we support young people by raising awareness of careers in law and providing financial support, professional networks and commercial skills to support them to succeed in early career opportunities. Examples of our initiatives include:

- Get Ahead, Going Forward and Making Links Scholars (UK)
- Making Links Asia University Programme and Linklaters Scholarship Award (China)
- Making Links Europe, Gipfelstürmer programme (Germany) and Links to the Future programme (Portugal)

During the graduate recruitment process we mitigate the impact of bias by using contextual recruitment tools, where available, to help to identify outperformers, and gender bias decoding software on job adverts. We also provide unconscious bias training and guidance for all hiring managers and interviewers.

Our early career outreach extends to schools and communities. In the last year, volunteers from our offices around the world contributed to numerous projects in partnership with local charities, social enterprises, schools and community groups supporting young people to realise their aspirations. Our goal is to help these individuals aim high and achieve their goals, and promote access to opportunities.

Partnerships in this area include:

BITC’s Seeing is Believing programme
our Firmwide Managing Partner has now led three visits to Newport in South Wales.

RUN Hong Kong
which seeks to empower asylum seekers and refugees by preparing participants for real-world employment scenarios and sharpening their interview skills for when they re-enter the workforce after they relocate from Hong Kong SAR.

Good Initiatives Foundation in Warsaw
which prepares young people to leave foster care institutions equipping them with useful skills and insights as they transition to independent living.

Futures Ignite (FI)
works in NYC public high schools to ensure students explore lead and launch bold college and career futures. Through college counselling, civic science leadership and hands-on learning, FI connects education to real-world purpose and opportunity.

CASE STUDY

Making Links Asia University Programme

The successful Making Links Asia University Programme continued in 2024 and 2025 with a cohort of 17 students. Offered across the Linklaters network in Abu Dhabi, Bangkok, Beijing, Dubai, Hong Kong SAR, Jakarta, Riyadh, Seoul, Shanghai, Singapore and Tokyo, the recruitment programme targets talented university students from underrepresented groups.

It includes financial support and opportunities for personal and professional growth through a comprehensive range of virtual learning modules, real-life work experience and mentoring from our legal experts. The programme was named a ‘standout’ in the people strategy category of the FT Innovative Lawyers 2025 APAC awards.



DIVERSITY AND INCLUSION

Linklaters and beyond

Working with clients to scale impact

We partner with clients to tackle shared challenges, engage in dialogue and create opportunities for all our people and communities in which we operate. Examples of specific tailored initiatives include:

- A panel discussion in collaboration with a multi-national banking client to educate early careers talent on “Financial inclusion through an intersectional lens”; this insightful conversation included top tips from Linklaters and the client on what to expect from your first job, entering the corporate world and money management.
- A series of informative webinars as part of a diversity and inclusion working group of panel firms for a UK grocery retailer. These webinars have covered “The History of Gender Identity round the world” in celebration of LGBTQIA+ History Month and “Gender Identity: Back to basics” in celebration of Pride Month.
- A networking event with a mining sector client as part of our Business Foundation Course, providing students from underrepresented backgrounds the opportunity to develop and practice their networking skills.
- A bespoke training and development day for 120 VPs from a Global Investment Bank which covered “Emotional intelligence at work”, “Overcoming imposter phenomenon” and “Inclusive Culture”. Feedback from MD & Associate GC included “Well structured, great content and brilliant hosts. Thank you for your continued partnership in ALL that you do.”

CASE STUDY

Women in Funds Network

Launched in January 2025, Linklaters’ Women in Funds Network brings together women clients working in the private capital space with representatives from more than 10 Linklaters practice groups. Since its launch, events have taken place in London and Abu Dhabi.

On 1 May, we hosted an inspiring evening featuring Anya Hindmarch, the renowned British fashion accessories designer, who shared her journey as the founder of a global luxury brand. The event brought together over 50 senior female clients from 30 companies.

A Q&A session led by partner Victoria Wright, highlighting Anya’s entrepreneurial journey, deeply resonated with the audience. It sparked lively discussions about balancing work and family life, overcoming self-doubt and imposter syndrome, finding the right investors for your business and celebrating individual stories of success and resilience.



CASE STUDY

Supporting smaller suppliers

We seek opportunities to support smaller businesses and social enterprises. Recent examples include:

- Social Enterprise UK’s Buy Social Corporate Challenge: Together with the other Challenge partners, we have collectively spent more than £179 million with social enterprises in the last year, more than £656 million since the Challenge began in 2016.
- In October 2024, we held our second Supplier Sustainability Summit in the UK. This summit targeted the smaller suppliers in our supply chain, with the aim of offering insight and practical tips on developing an approach to measuring greenhouse gas emissions and preventing modern slavery.

66

At Linklaters we have been working to manage our environmental impact for many years. We recognise the urgency and importance of strong environmental management and we continue to evolve our processes to pursue further opportunities to reduce our impacts and associated emissions.

DAVID BALLEGEER
Partner and Sustainability Committee Member, Brussels

Environment



➤ At Linklaters we are committed to reducing our carbon emissions in line with our SBTi approved science-based targets. We continue to evolve our processes to embed environmental considerations and pursue further opportunities to reduce our impacts and associated emissions, with a focus on energy and resource efficiency, premises management, waste prevention, by promoting conscious travel, circular economy principles, and supply chain engagement.

In this section

- 23 Environmental strategy
- 24 Climate mitigation and carbon reduction
- 28 Resource conservation
- 29 Sustainable by design
- 30 Waste minimisation
- 31 Biodiversity
- 31 Engaging our people
- 31 Supporting our clients

ENVIRONMENTAL STRATEGY

Global environment programme

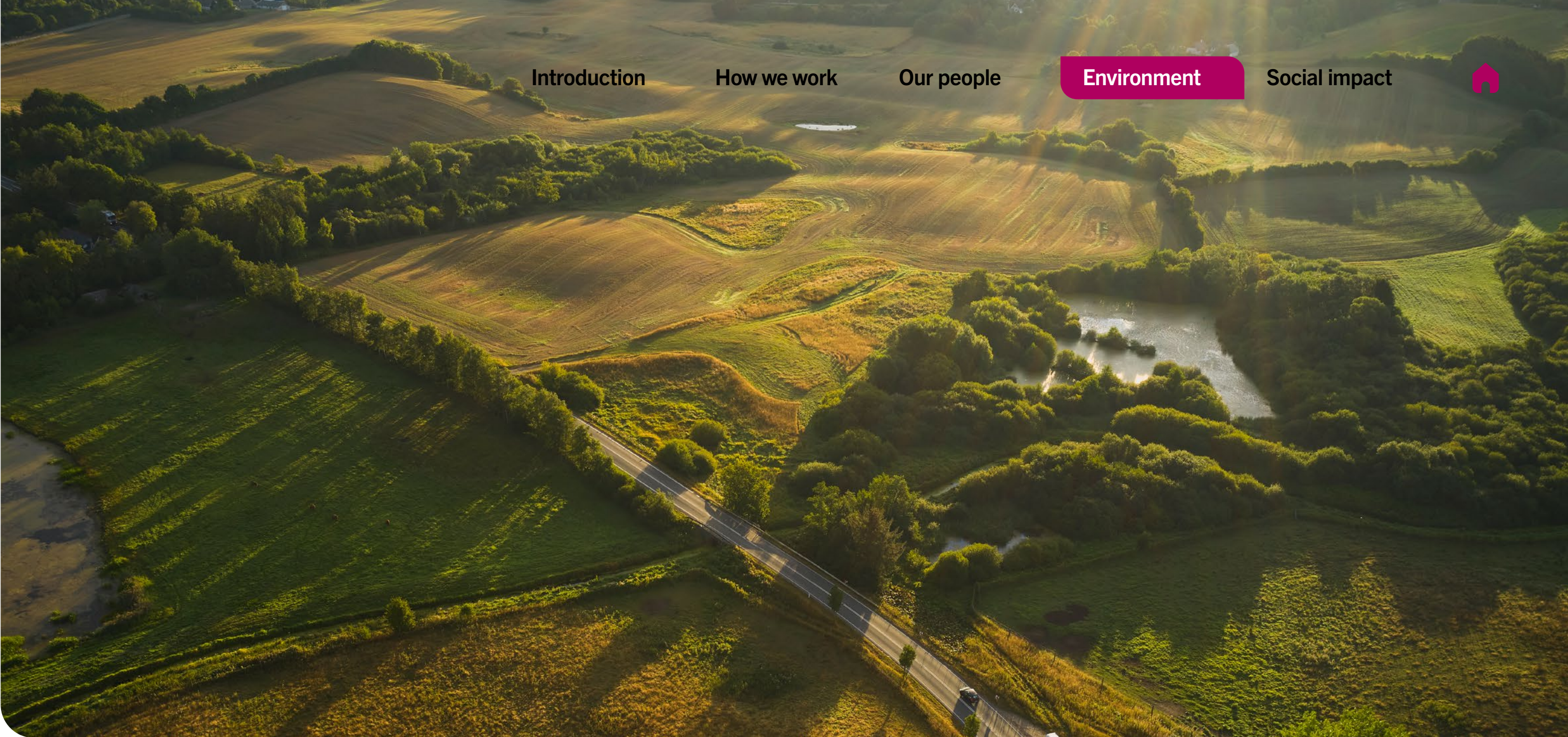
➤ Our Environmental Policy sets out our firmwide commitments and aspirations, and in 2024 was updated to include our net zero commitment. These commitments are delivered through our Global Environment Programme and ISO 14001-certified environmental management system, which applies to any office with more than 30 people.

READ MORE ➤ [Our Environmental Policy](#)

Linklaters’ Global Environment Programme is focused on managing the impacts in our operations and supply chain across six areas:

- Climate mitigation and carbon reduction
- Resource conservation
- Waste minimisation and circular economy
- Supporting biodiversity
- Pollution prevention
- Engaging our people

We continue to set local targets and objectives to drive continuous improvement across each area, many of which will be covered throughout this chapter.



Our firmwide Environmental Management System

ISO 14001 is the international standard for environmental management systems (EMS), which sets out a systematic approach for ensuring environmental legal compliance, reducing adverse environmental impacts and increasing operational efficiency.

Linklaters achieved firmwide ISO 14001 EMS certification in 2013 and was successfully recertified in FY24.

The EMS applies to any office with more than 30 people and each office is responsible for producing and maintaining:

- A **Compliance Obligations** register of applicable environmental regulations;
- An **Environmental Aspects** register, recording the potential positive and negative environmental impacts of the activities and services of their office;
- **Environmental Objectives** to address those impacts captured in the Environmental Aspects register and any actions arising from office inspections and internal audits;
- A **Communication and Training** register;
- A record of feedback and requests from external stakeholders; and
- The environmental metrics to inform our GHG emissions calculation and broader environmental reporting.

The EMS is delivered by a network of local champions, managed by the Global Environment team and overseen by the Sustainability Committee.

Each year, our EMS is tested through internal and external audits and office inspections, with a more detailed recertification audit taking place every three years.

CLIMATE MITIGATION AND CARBON REDUCTION

Our carbon reduction targets

➤ In FY25, we committed to achieving net zero across our Scope 1, 2 and 3 emissions by 2050, with approved near-term science-based targets already in place for 2030.

Our near-term science-based GHG emissions reduction targets (verified by the SBTi in 2021) are consistent with the trajectory required to meet the Paris Agreement’s ambition of holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels. From our FY19 baseline, we are committed to reduce:

Scope 1 and 2 emissions by

70%

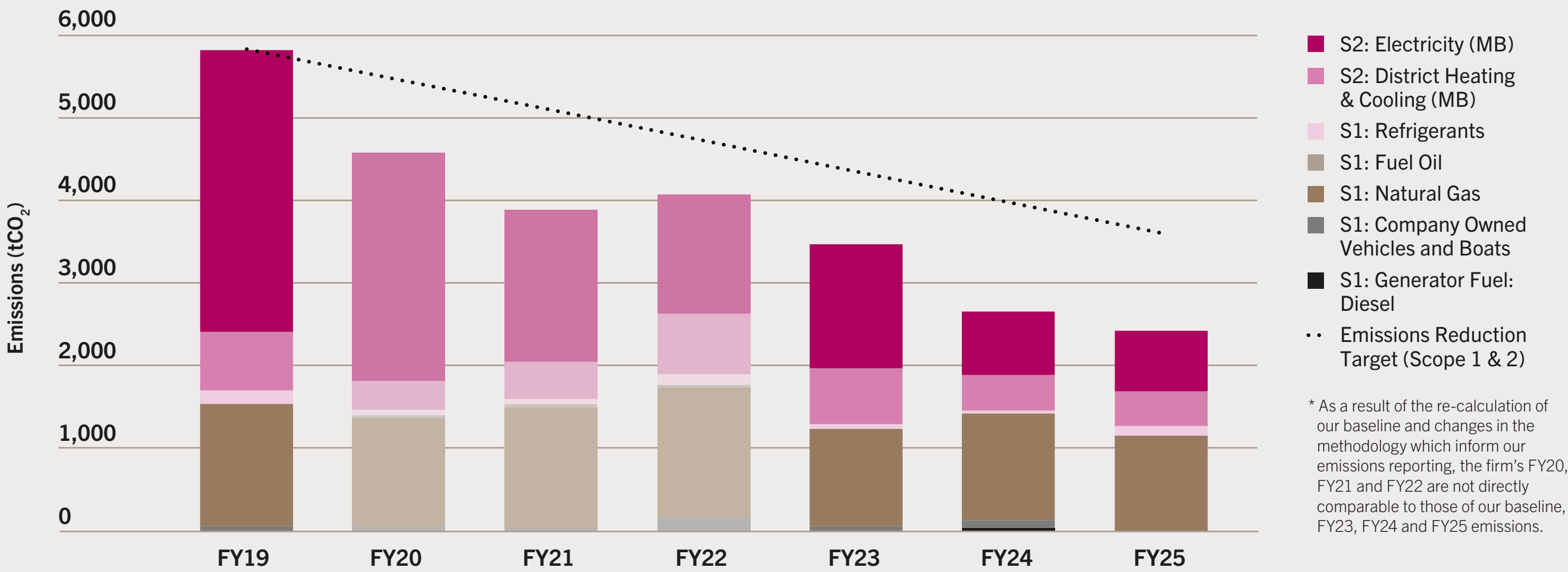
by April 2030

Scope 3 emissions by

50%

by April 2030

Scope 1 & 2 GHG Emissions (tCO₂e)



To deliver on these targets, we continue to evolve our firmwide carbon reduction programme. In FY25, we continued to focus on seven core workstreams:

- Data & Measurement
- Energy, Premises & Technology
- Business Travel
- Supply Chain
- 20 Ropemaker
- Internal Communications
- Governance.

Performance against our targets

Scope 1 and 2

Between FY19 and FY25, we reduced Scope 1 and 2 tCO₂e emissions by 56.7% and have remained ahead of the average reductions required for our near-term Scope 1 and 2 emissions target.

In FY25, Scope 1 and 2 emissions decreased 5.5% versus FY24, largely due to increases in renewable electricity procurement and the decarbonisation of national energy mixes (or energy supplies).

CLIMATE MITIGATION AND CARBON REDUCTION

Our carbon reduction targets continued

Scope 3

Our Scope 3 emissions target continues to prove more challenging and in FY25 we remained behind the average reductions required. Between FY19 and FY25, Scope 3 emissions decreased by 5.2% despite an increase in capital goods emissions on account of the fit-out of our new London headquarters (“20 Ropemaker”). Excluding the emissions associated with this work, Scope 3 emissions decreased by 21.1%.

In FY25, Scope 3 emissions decreased 3.5% versus FY24 (14.9% excluding the emissions solely associated with the fit-out of 20 Ropemaker).

We saw a 9,771 tCO₂e (21.3%) reduction in purchased goods & services emissions in FY25 versus FY24, informed by better-quality supplier and product level data, methodology improvements and improved estimations.

Capital goods emissions increased by 9,310 tCO₂e (70.9%) between FY25 and FY24 (with the fit-out of 20 Ropemaker accounting for 53.5% of FY25 capital goods emissions). Business travel emissions decreased 0.4% versus FY24 and remained 43.6% lower than the FY19 base year. Commuting and Working from Home emissions also decreased (by 37.4%) but remain almost double the FY19 baseline which reflects working and commuting trends prior to the adoption of the firm’s Agile Working Policy and was estimated based on responses from a smaller number of employees.

These results continue to inform the forward-looking priorities for the firm’s carbon reduction programme and the firm is challenging itself to identify opportunities to decarbonise faster.

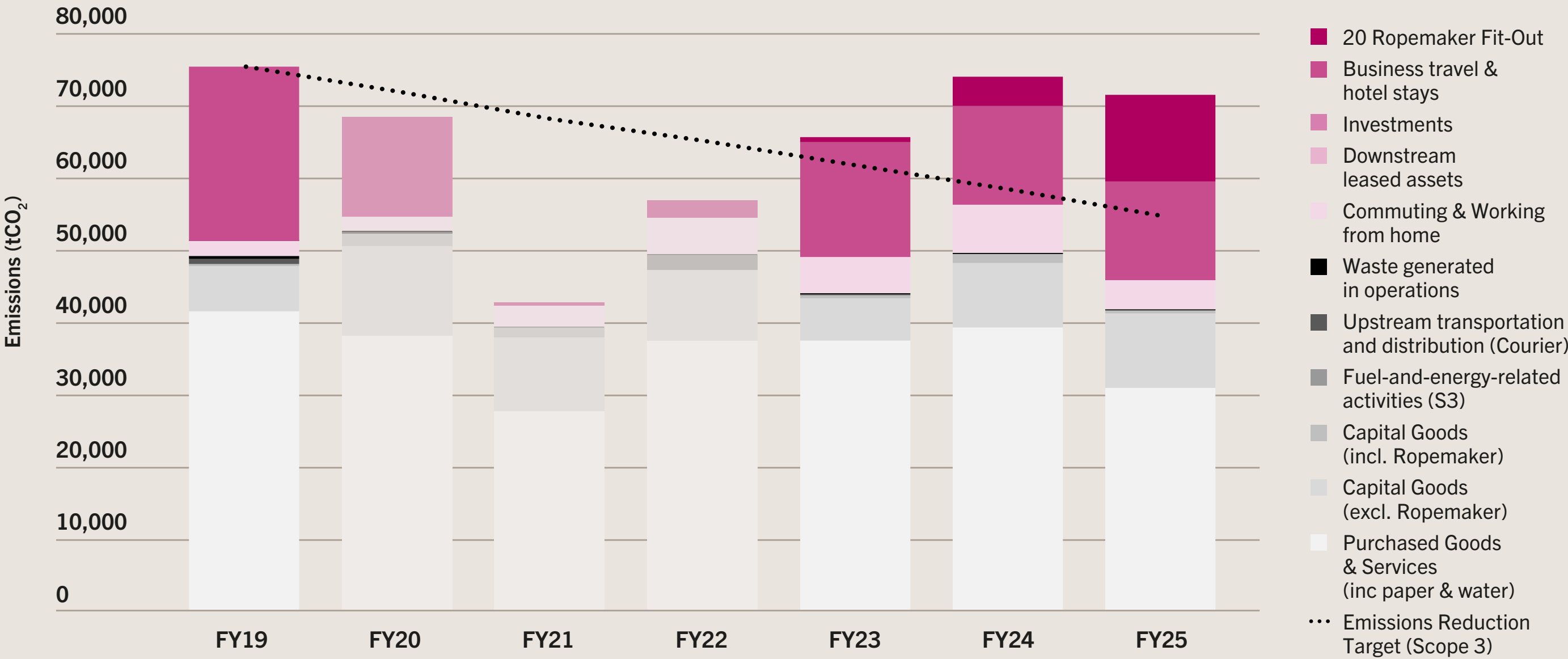
READ MORE > [GHG emissions FY25 verification statement](#)

Uncertainties and dependencies

The firm’s ability to deliver on these commitments may be affected by the pace of technological developments, the future policy and market response to climate change, economic and geopolitical events, and the broader decarbonisation of the real economy. In particular, because our emissions result primarily from purchased goods and services, capital goods and business travel, we recognise that our ability to achieve the reductions in emissions needed to meet our commitments is dependent in large part on the decarbonisation of the firm’s direct and indirect suppliers. We also recognise the challenge of growing investment in the business (i.e. increasing overall spend) while seeking to reduce absolute carbon emissions. We plan to keep our commitments and progress towards meeting them under review, recognising that the methodologies used to set them may develop over time in line with market practice, regulation and/or developments in science, as well as data quality, amongst other things.

For example, since setting our approved near-term science-based targets for 2030, we have taken significant steps to enhance the quality and accuracy of our GHG emissions measurement and reporting, and in FY23 exceeded the 5% data improvement threshold of the SBTi Corporate near-term target criteria. With the support of a third-party consultancy, the FY19 footprint was therefore reassessed, resulting in a reduction of circa 9% in the baseline which has resulted in the firm’s near-term targets becoming even more challenging.

Scope 3 Emissions (tCO₂e)



* As a result of the re-calculation of our baseline and changes in the methodology which inform our emissions reporting, the firm's FY20, FY21 and FY22 are not directly comparable to those of our baseline, FY23, FY24 and FY25 emissions.

CLIMATE MITIGATION AND CARBON REDUCTION

Our carbon reduction targets continued



CASE STUDY

Improving our data – a focus on embodied carbon

A central focus of the firm’s Carbon Reduction Programme in recent years has been to improve the quality and accuracy of our GHG emissions measurement and reporting, particularly for our supply chain.

Where possible, we are moving beyond spend and sector estimates to measure emissions at product level.

For example, for the fit-out of our new London Headquarters, 20 Ropemaker, we have been working closely with the fit-out contractor and furniture dealer to monitor the environmental credentials, including embodied carbon emissions data and supporting product level Environmental Product Declarations (EPDs) or Product Carbon Footprints (PCFs).

For materials and products procured to end of April 2025, product specific EPDs or PCFs had been obtained for:

- 99.9% of architectural materials, by weight (after 13 months of fit-out works, the architectural embodied carbon performance is 66kgCO₂e/m² against the target of 350kgCO₂e/m²). Increases to 100% including category generic EPD certificate data
- 38.7% of Mechanical, Electrical and Plumbing equipment, by weight (many for the first time due to concerted efforts by the fit-out contractor to educate suppliers in the benefits of producing them. These have since been made available to future projects to specify and use as a proxy). Increases to 98.3% including category generic EPD certificate data
- 100% of the top 18 types of furniture by quantity sourced
- 0.02% of IT and audio-visual products, by weight. Increases to 99.9% including category generic EPD certificate data

For materials and products without a product-specific EPD, we have sought to use proxy EPD data. Including these proxies, 99.9% of the above products and materials by weight were covered by EPD data, of which 96.3% has been third-party verified.

This data has helped to improve the accuracy of our FY25 capital goods emissions footprint calculations, which would be around 8,000 tCO₂e higher if it were calculated based on less accurate spend-based emissions factors.

During FY25, we also made progress with other emission-intensive categories that informed our GHG emissions calculations, including:

- improving the methodology and data on UK catering ingredients;
- gaining more detailed office-level investment reports; and
- gathering product-specific EPDs for laptops, monitors, mobiles and printers.



“As we have seen through the 20 Ropemaker programme, measuring and managing the carbon and environmental footprint of a major fit-out requires collaboration between multiple partners. By working closely with our supply chain to measure and reduce embodied carbon – including collecting and sharing data not previously available in the mechanical, electrical and plumbing industry – we have learnt much about the footprint of these products. As well as informing the 20 Ropemaker programme this data has been made available to future projects using OneClick LCA, contributing to broader knowledge across the industry.

SUZANNE ROBERTS
Global Environment
Manager, London



CLIMATE MITIGATION AND CARBON REDUCTION

Managing environmental impacts in our supply chain

→ As with all professional services firms, the majority of our emissions come from our supply chain. In FY25, purchased goods and services and capital goods accounted for 72% of our total emissions. To achieve our near-term, science-based targets, encouraging and supporting our suppliers to make meaningful carbon reductions is imperative.

Through our sourcing processes, we continue to engage with key suppliers on carbon measurement, setting science-based targets and reporting emissions. We also collaborate with suppliers to improve the accuracy of the carbon data they provide, seeking to transition from spend-based to product-level carbon calculation and reporting.

We also engage suppliers on their broader environmental performance. For example, for the fit-out of 20 Ropemaker, we engaged with

suppliers through RFP questions, scoring, interviews and requirements to understand their environmental performance at the organisation and product level. Focus areas have included: materials content (including certified timber and recycled content), embodied carbon, energy and water efficiency in use, transportation modes, repairability, packaging content and packaging take-back schemes, and take-back of products at the end of usable life with Linklaters, with appropriate questions asked at the company and product level.

Recognising that the near-term 2030 target date is fast approaching, in FY25 we assessed a range of initiatives that may further support our scope 3 supply chain emissions reduction efforts. Following this assessment, we selected actions covering training, improving data collection and tools, reviewing internal roles and responsibilities in relation to carbon reduction, and determining appropriate ways to hold our suppliers to account. These activities will be progressed in FY26.

READ MORE > [Responsible Sourcing at Linklaters](#)

Supply chain disclosure

The EcoVadis platform is a key strategic enabler for our Scope 3 emissions reduction plans. As of July 2025, 45% of suppliers enrolled on the EcoVadis platform had approved science-based targets, up from 37% in April 2024, while 75% were reporting on energy consumption and GHG emissions (previously 77%).



Smarter business travel

→ As a leading, global law firm, business travel is an important part of how we do business, but it is also a significant contributor to our operational carbon footprint.

Between FY19 and FY25, we have made encouraging progress, reducing our business travel emissions by 43.6%. Positively, in the last year, we saw a 13% reduction in distance travelled, with notable reductions for national rail and domestic flights, and a 16% reduction in hotel stays. However, increases in emission factors for short and long haul flights have resulted in higher emissions for the same distance travelled, meaning emissions remained near constant between FY25 and FY24, reducing by 0.4%, despite the decrease in total distance travelled.

To further promote conscious travel and low carbon options, during the year we updated our firmwide Travel and Expenses Policy and included key principles to encourage every traveller to play their part in meeting our GHG emissions reduction targets and reduce the environmental impact of each journey.

Work continues to better track our travel patterns to support understanding of trends and their influence on our carbon footprint.

RESOURCE CONSERVATION

Resource conservation, energy efficiency and renewable energy

→ Despite operating in a relatively low-impact sector when it comes to resource usage, energy, water and resource efficiency continue to be key focus areas for the firm.

95%
electricity is from
100% renewable sources

Reducing energy usage across our global offices is an important aspect in delivering on our Scope 1 and 2 reduction targets. Since FY19, we have:

Reduced total energy consumption by 6.0%, from 32,041 to 30,111 megawatt hours

Improved energy efficiency from 191* to 184 kilowatt hours per square metre of office space

We have again surpassed our 2025 target to source 80% of electricity from 100% renewable sources (primarily procured through Renewable Energy Certificates), achieving 95% in FY25, up from 71% in FY19. This was informed by offices moving to, or increasing the proportion of, electricity from renewable supplies.

Beyond energy, since FY19 we’ve reduced water consumption per person by 33.9%, from 11.2 to 7.4 cubic metres, and paper consumption by 70%, from 23 to 7 reams per person.

* The total energy consumption for our FY19 baseline was misstated in our 2024 report. This has been corrected for our 2025 report.

CASE STUDY

Understanding the environmental impact of Gen AI

Linklaters’ adoption of GenAI continues to grow. The use of specialist legal tools like Legora – designed to simplify workflows and accelerate research, drafting and reviewing at scale – as well as general tools such as our own chatbot Laila and Microsoft’s CoPilot are challenging many established ways of working. Accompanying GenAI’s benefits are emerging questions about the environmental impacts of these new solutions. Over the past year we have engaged with a wide range of suppliers and stakeholders to understand and explore some of the key issues which has increased our understanding of the environmental challenges faced as GenAI usage generates increasing demands for energy.

While there is much more to unpick, we train Linklaters’ people to use GenAI technology as efficiently and responsibly as possible through our firmwide training and related learning. We shared our findings with Linklaters colleagues as part of the firm’s World Environment Day celebrations, through two live webinars, a blog and promotion of the materials, including top tips to support efficient AI tool selection and prompting. Ultimately, this aims to ensure that we are upholding the principles laid out in Linklaters’ AI Charter.



SUSTAINABLE BY DESIGN

Greener buildings

➤ Linklaters is integrating carbon reduction and broader environmental considerations into our premises selection, leasing, design and property management processes.

Across our office portfolio, we have environmental, health and wellbeing certifications, including:

- LEED Platinum in Dubai and Jakarta
- LEED Silver in New York and Stockholm
- German Sustainable Building Council (DGNB) Gold in Frankfurt
- Class A building in Milan
- A-label building in Amsterdam
- Building and Construction Authority Green Mark Scheme building in Singapore

From 2026, our new headquarters at 20 Ropemaker, London, is designed to BREEAM ‘Outstanding’ and is on track to attain BREEAM ‘Outstanding’ rating for the fit-out.

We continue to make progress against our target to reduce space per fee earner against the 2024 average of 43 square metres, and in FY25 this had reduced to 42.6 square metres.

Sustainable Design Checklist

Our office fit-out designs are informed by environment, health and wellbeing best practice certifications and our own specifications which are built into our Global Design Guide and supported by our new Sustainable Design Checklist.

In 2025, we updated our Global Design Guidelines which now include guidance on Responsible Sourcing, a set of Environmental Principles, and performance specifications for key materials such as ceiling tiles, flooring and partitioning. It also includes our two-stage Sustainable Design Checklist. The first stage is completed by the design team at the test fit stage to help bring the concepts and best practice design options to life and provides a good basis for achieving more detailed sustainability strategies. The second stage helps ensure that sustainability is built into the design, specification and coordination stages.



At Linklaters, sustainability is a guiding principle in our fit-out projects. We select buildings with recognised green certifications and wherever possible choose locally or regionally sourced materials and products with sustainable certifications for our fitouts. We also endeavour to use products containing recycled or recyclable content. When exiting buildings, we adhere to the waste hierarchy by prioritising the reuse of furniture and equipment, redistributing items to staff or donating to charities wherever possible before considering recycling or responsible disposal. This approach helps minimise waste, maximises resource value, and reflects our commitment to both environmental stewardship and social responsibility.

JON LACE
Global Head of Premises,
London



CASE STUDY

Business continuity

With our climate-related risk analysis identifying disruption to people, offices and operations as a principal risk, our business continuity programme plays a key role in identifying, assessing and managing physical challenges.

Linklaters’ global Business Continuity Management programme includes business continuity plans for all business functions in the UK (in accordance with ISO 22301 requirements) and all the firm’s offices around the world. These plans are reviewed on an ongoing basis to ensure we are ready and able to respond to an increasingly complex and unpredictable business environment.

Our Agile Working Policy and investment in technology help build resilience to a broad range of acute or chronic climate impacts, as well as non-environmental impacts. We recognise that the response to different situations, across the locations we operate in, may differ based on the regional context. We have local crisis management teams, led by senior leadership, in each of our offices,

to ensure regional sensitivities and context are taken into account, and to help in fostering a culture of preparedness and resilience across our global operations.

The programme’s effectiveness has been tested through modelled and actual tests (e.g. cyclones in Hong Kong SAR and Shanghai in September and November 2024, and the widespread power outages in Spain and Portugal in April 2025). Office closure days are now closely monitored and, where applicable, mapped against potential climate-related incident alerts or patterns. This will help us in our identification of higher-risk locations.

WASTE MINIMISATION

Circular economy principles

➤ We are committed to minimising waste and embedding the circular economy principles into our activities. Our focus is on moving away from the traditional take, make and create model to an integrated approach which retains material value.

Between FY19 and FY25 we:

- Reduced total waste generated by 60% by weight from 1,630 to 658 metric tonnes
- Reduced waste generated per person from 247 to 102 kilogrammes
- Reduced total recycling rate from 75% to 68%

We apply circular economy principles to our office management strategies, for example reusing and repairing office furniture, including sit-stand desks, storage, doors and glazing, extending the usable life of laptops, screens and printers and segregating electronic products for reuse through repair, resale and donation.

For example, as part of the Singapore Office move and the exit of our 1 George Street office, we engaged a local supplier to re-home and recycle surplus furniture, IT and AV equipment. Of the 1,520 assets processed: 18% was re-homed with staff; 6.6% was donated; 22.9% was repurposed locally; 52% was recycled; and 0.5% was disposed.

We will be considering these initiatives and many more opportunities in our headquarters move and lessons learnt will be shared with our non-UK Operations teams to inform future office moves.

In our offices, we also run awareness-raising initiatives to promote waste reduction and resource reuse over recycling. For example:

- For World Environment Day 2025, the Singapore office organised an IT equipment sale to encourage the reuse of electronic equipment and ultimately reduce our waste. In total, 142 laptops, docking stations, speakers, monitors and mobile phones were sold to colleagues, raising over \$6,500 SGD for Hagar: an international organisation dedicated to the recovery and empowerment of women and children who have experienced severe abuse as a result of human trafficking and modern slavery.

- The Singapore office has also purchased a food compost machine and uses the machine daily to transform food wastage to compost for colleagues to take home.
- In Hong Kong SAR, the office ran a Waste Electronic Equipment recycling programme with Hong Kong Land, with over 60 items, and many cables, being donated.
- As we prepare for our move to 20 Ropemaker in London, the project team organised an art sale auction to help raise funds for the art department of our partner school, Duke Aldridge Academy. In total, 201 pieces of Linklaters' artwork found a new home with our employees, raising £29,429. Approximately 130kg of clothes and shoes have also been donated to the charity retailer TR Aid.





BIODIVERSITY

Partnerships to protect nature

➤ At Linklaters, we are committed to helping protect and restore the natural world.

For example, we provide support to NGOs working to tackle nature loss. Recent highlights include:

- Supporting The Nature Conservancy, a global conservation non-profit, with a comparative mapping exercise to aid regulatory compliance across key jurisdictions relevant to its policy engagement work.
- Partnering with Zooniverse, the world’s largest platform for people-powered research, to run virtual citizen science sprints supporting wildlife research.

In 2025, the firm also began undertaking analysis on the potential nature-related impacts and dependencies of our operations and supply chain. Biodiversity is included within our Responsible Sourcing Policy and Supplier Code of Conduct with suppliers encouraged to demonstrate their commitment through appropriate steps and schemes, for example:

- Ensuring Forest Stewardship Council (FSC) and Programme for Endorsement of Forest Certification (PEFC) paper and timber certifications are in place.
- Ensuring Roundtable of Sustainable Palm Oil (RSPO) palm oil certifications are in place.
- Designing out the need for hazardous materials and chemicals in products and services used and replace them with natural and no chemical options wherever possible.
- Providing organic, free range, Fairtrade food ingredients wherever possible.

This is also a focus in our premises design and fit-out, and our Sustainable Design Checklist includes guidance relating to, for example, timber components, recycled content and natural materials. For the fit-out of our new London Headquarters, 20 Ropemaker, we have been monitoring the environmental credentials for the key architectural, furniture and mechanical, electrical and plumbing products and materials, including seeking to obtain FSC and PEFC materials.

Engaging our people

Every one of our people has a role to play in advancing our environment programme and we share regular updates on our local and global progress.

Our Environmental Management System, detailed on page 23, is supported and driven forward by a network of over 60 local environment champions and ‘green teams’ in each of our offices. From supporting the collection and calculation of our environmental performance data to promoting low-carbon travel options, delivering local waste-reduction initiatives to exploring energy efficiency improvements, these groups play a key role in advancing our GHG emissions reduction commitments and managing our environmental impacts.

Local environment champions also curate a range of awareness raising and environmental volunteering opportunities, for example to promote World Environment Day. In 2025, these included:

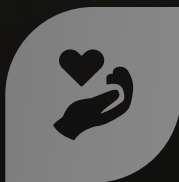
- Firmwide, the environment and technology teams co-hosted a webinar, exploring the environmental impacts of AI, and providing top tips on how to use these tools efficiently.
- In London, the environment team ran bike maintenance days, helping to repair 45 bikes and support our colleagues’ cycle to work.
- In Shanghai, the office organised a car-free commute day, encouraging colleagues to swap their usual car journeys for walking, cycling, public transport or carpooling.

Supporting our clients

We advise on some of the most complex and high-profile renewables transactions globally, and often act on pioneering, first-in-market mandates within the energy transition space. Our recent experience includes advising on the UK’s first carbon capture and storage projects, the first gigafactory project in Japan, the world’s most sustainable propane dehydrogenation and polypropylene plant to date in Turkey, and one of the largest photovoltaic power plants in Bulgaria. We have also supported the development of the first offshore wind farms in Poland, as well as major wind farm projects around the world.

We work closely with financial institutions and corporates on financial products and the raising of capital related to the transition to a lower-carbon economy. In addition, we assist a wide range of clients on their broader transition strategies and help them to navigate the full spectrum of ESG issues.

Just as our suppliers are important to our own carbon reduction plans, our environmental progress is important to our clients and we provide client-specific emissions data to support them in understanding our contribution to their carbon footprint.



➤ We are committed to using our skills and expertise to deliver positive social impact. Our dedicated Social Impact practice draws on our firm’s capabilities to help tackle big challenges facing society.

Every year, we make significant investments of time, in-kind support and donations to support hundreds of organisations and causes worldwide.

In this section

- 33 Our approach
- 34 Social impact in action

Social impact

66

We are proud of the real-world outcomes delivered by our Social Impact programme this year as 40% of our global workforce came together to contribute £20 million in donations and time. From pioneering data tools tracking violence against children in detention, to record-breaking contributions to environmental research, these achievements are testament to the talent and dedication of our people and our firm’s tradition of purposeful innovation and collaboration. They also reflect our continued commitment to driving positive change for our communities and valued charities and not-for-profit partners worldwide.

PATRICK ASHBY
Partner and Sustainability Committee Member, New York

OUR APPROACH

Impact and innovation

➤ Our Social Impact practice operates across many themes and geographies, drawing on Linklaters’ breadth of expertise, capabilities and global reach to do so. We focus our efforts on projects where we can leverage our strengths to deliver tangible impact.

Innovation is core to our Social Impact practice. Combining our creativity, cutting-edge LegalTech and strong technology sector relationships is our social impact ‘sweet spot’. We work collaboratively with our Social Impact partners to unpack complex challenges and develop groundbreaking solutions.

Walking the talk

We are proud of the outstanding Social Impact contributions delivered by our people this year:

40%
of our global workforce contributed

£20m
in donations and time*, including:

50,000
hours of pro bono legal support; and

15,000
hours of other skills-based volunteering



In FY25, 40% of our global workforce contributed to our Social Impact work. This was down on the previous year but was up 14 percentage points on our FY21 baseline.

*Our valuations follow the Business For Societal Impact (B4SI) methodology. We are a longstanding member of B4SI and proudly apply best practice in valuing our contribution at cost-to-firm and not typical charge-out rates.

Recognised in FY25

Bloomberg Law’s Pro Bono Innovators 2024 Honouree	National Women’s Law Center Pro Bono Honor Role 2025 Honouree
FT Innovative Lawyers Awards Asia 2025 ‘Standout’ in the ‘Responsible Business’ category	PILnet Global Partnership Award 2024 Winner for Kenya Death Penalty Resentencing Project with Reprieve
Pro Bono Recognition List of England and Wales 2024 89 Linklaters lawyers honoured	Sanctuary for Families’ ‘Above & Beyond Achievement Award’ 2025 Linklaters lawyers recognised for their representation of a victim of gender-based violence
Lawyers Alliance for New York’s Cornerstone Award 2024 Individual Linklaters lawyer awarded for outstanding pro bono contribution	TrustLaw 15 Year Anniversary Award, awarded by Thomson Reuters Foundation’s TrustLaw Winner
National Women’s Law Center Pro Bono Impact Partner Award 2024 Winner	Skills Builder Excellence Standards Silver Excellence Mark for building young people’s essential skills for work in the UK

SOCIAL IMPACT IN ACTION

Harnessing innovation for social good

➤ This year, we have continued to the push the boundaries on how we address evolving challenges for our communities and our planet.

Safeguarding children’s rights in digitalised justice systems

We collaborated with Penal Reform International to develop a data monitoring tool tracking incidents and trends of violence against children in detention. Piloted in Bulgaria, Ireland and Romania, the tool enables real-time reporting to strengthen accountability and enhance protections for children in custody.

In Ireland, the tool surfaced incident types previously overlooked by internal systems. In Romania, it identified that violent incidents often occurred in particular settings, prompting targeted safeguarding measures. During the implementation, a second facility in Romania has adopted the tool based on peer feedback. In Bulgaria, the tool’s data collection methodology has garnered national interest and helped secure a commitment to integrate monitoring of violence against children in detention into the national justice strategy.

One of our data analytics specialists helped develop the tool, addressing challenges posed by the existing data landscape such as fragmented systems and inconsistent formats within and between jurisdictions, as well as the sensitive nature of the data. A dashboard for the tool allows detention facility staff to visualise incident trends and drive targeted action and prevention. The dashboard has received praise for its clarity and accessibility, and has attracted international interest from stakeholders in Canada, Chile, Kenya and Poland following its presentation at the 2025 World Congress on Justice with Children.

We have also supported Penal Reform International to advance children’s procedural rights in the context of digitalised criminal justice this year. Lawyers from our European offices contributed ‘snapshot’ papers examining how 13 EU member states conduct digital hearings for criminal cases involving children as defendants or suspects, and the safeguarding measures in place. This work will feed into a comparative practice overview on digitalisation of child justice practices prepared for Penal

Reform International, supporting cross-border learning and evidence-based policy developments in the region.

Powering environmental research through citizen science

Since 2023, we’ve partnered with Alder Planetarium’s Zooniverse, the world’s largest platform for people-powered research, to run virtual citizen science sprints that support impactful environmental research at scale. Via the Zooniverse digital platform, our people and clients globally have spent over 1,700 hours recording over 60,000 wildlife data classifications. Earlier this year, we broke the record for the largest Zooniverse corporate partner contribution completed in a single week. From cataloguing penguin chicks and eggs in Antarctica to identifying chimpanzees across 15 African countries and spotting alpine species in the Alps, our efforts are helping scientists build vital datasets to track the impacts of environmental change on animal populations and inform conservation strategy.

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Linklaters’ partnership has advanced our ability to study and protect wildlife in a changing climate. Their volunteers’ energy and commitment – setting engagement records and delivering vital data – have made a real difference to our projects and to environmental research worldwide. We are truly grateful for their support.

DR. LAURA TROUILLE

Vice President of Science Engagement and Zooniverse Principal Investigator, The Adler Planetarium

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The Data MOSAIC Tool has the potential to deliver real-world impact and continues to attract interest from implementation countries and beyond. We are thrilled with our progress achieved together on this initiative.

OLIVIA ROPE

Executive Director, Penal Reform International

SOCIAL IMPACT IN ACTION

Harnessing innovation
for social good
continued

Pioneering green finance solutions
through legal design

We collaborated with Scope 3 Climate Capital, a UK community interest company, to develop the Sector Transition Acceleration Contract (STAC) – a first-of-its-kind contractual framework designed to facilitate the transition towards a low carbon economy. STAC facilitates the use of climate action and offsetting budgets to create financeable direct investment instruments between users of carbon-intensive products and their suppliers, to enable suppliers to invest in decarbonisation of their operations. Our work developing the STAC – led by our Structured Finance, ESG, and Energy & Infrastructure practices – won the ‘Innovative Lawyers in Sustainability & ESG’ award at the 2024 Financial Times Innovative Lawyers Awards Europe.

Scaling enterprise through digital
connectivity and skills-based
volunteering

We are supporting the growth of inclusive business ecosystems in communities across Africa and Asia by connecting early-stage entrepreneurs to the networks, skills and resources they need to thrive, exactly when and where they need them. By combining agile digital platforms with our people’s skills, we remove access barriers and facilitate tailored, real-time support.

Through our partnership with Grow Movement, we deliver high-impact virtual business coaching in Rwanda, Uganda, Kenya, Malawi and the Philippines. In the past five years, nearly 200 entrepreneurs have each received six months of coaching from Linklaters volunteers, driving business growth and job creation. So far in 2025, we have supported 41 entrepreneurs. A randomised control trial on 1,000 Grow Movement entrepreneurs in Uganda conducted by global Universities and Professors found that businesses completing the programme, who had received marketing and sales-focused coaching, saw an average sales increase of 52% within 18 months.

Last year, we piloted a participatory grant-making pitch event with Grow Movement, where 75 Linklaters people voted to award grants to three Rwandan entrepreneurs. These grants are supporting grassroots

innovation, from STEM education to sustainable soap manufacturing using locally sourced ingredients. This year, in partnership with Grow Movement #Women, we helped establish a women’s co-working space in Kigali, Rwanda. The space provides laptops, reliable internet and community mentorship for 10 female entrepreneurs annually, helping bridge gender gaps in technology access and economic opportunity.

In Hong Kong SAR, our digital pro bono legal clinic with the Foundation for Shared Impact (FSI) provides bespoke commercial legal advice to under-resourced early-stage entrepreneurs. Delivered as part of FSI’s wider mentorship programme for budding entrepreneurs, the clinic operates via a cloud-based platform. Entrepreneurs submit their legal queries via FSI and our volunteer lawyers self-allocate the queries according to expertise and capacity and provide a first response within two weeks. In the past year, our lawyers have dedicated over 300 hours to advising on matters including intellectual property, data privacy, employment law and contracts. Businesses supported include a wellbeing-focused social enterprise and a mental health magazine. The clinic’s virtual set-up enables free, seamless access to multi-disciplinary legal advice, empowering informed decision-making and sustainable business growth.

CASE STUDY

From kitchen
to community

MAADI CAFE, KIGALI, RWANDA

Inspired by her love of cooking and connecting with others, Dorothy Ndyamuhaki Mwiza founded MAADI Café – a vibrant Kigali restaurant celebrating local Rwandan cuisine. With a strong sales and marketing background in hospitality, Dorothy set out to create more than just delicious meals in MAADI Café: Dorothy is creating opportunities for young jobseekers in the area and supporting local farmers by sourcing ingredients close to home.



◀ **DOROTHY
NDYAMUHAKI
MWIZA**
Founder
MAADI Café

Through our Grow Movement virtual business coaching programme, Dorothy was paired with a Linklaters coach who helped her achieve several tangible improvements for MAADI Café’s operations:

Professionalised employment practices

Developed employment contracts and improved staff retention and customer service.

Menu expansion

Added new drinks and homemade products, boosting profit margins.

Online visibility

Set up a Google Maps profile, raising the restaurant’s profile and attracting more customers.

Dorothy also took part in the Linklaters and Grow Movement pitch event and was awarded a grant to support small business innovation.

SOCIAL IMPACT IN ACTION

Advancing disability justice

➤ Several of our recent Social Impact initiatives around the globe have centred on advancing disability justice.

Building cross-sector capacity to address systemic barriers to inclusion

In the UK, we have partnered with Disability Law Service (DLS) on a series of national policy research projects that consider how local authorities fulfil their equality obligations to Disabled people in the provision of public care services. Our research draws on data obtained by DLS from approximately 40 proportionally representative local authorities across England. In the past four years, Linklaters lawyers have contributed over 800 hours to help DLS analyse the data to extract insights and develop actionable recommendations.

For one project, we assessed whether local authorities were complying with their equality duties in the exercise of their discretionary social care charging policies. Local authorities have discretion in setting and calculating charges for non-residential adult social care

services, which has led to inconsistent practices across the country and legal challenges over discriminatory charging policies which disproportionately impact Disabled people. Our research found that 92.5% of the authorities we assessed were not demonstrating full compliance with their equality duties. Reasoning for this finding included failure to maintain accurate data on the impact of the policies for Disabled people and the proportionality of that impact. Our research has received positive response from key stakeholders, including a commitment from the Equality and Human Rights Commission to engage with local authorities about improved equality duties compliance specifically in relation to social care charging.

Supporting military veterans seeking military discharge upgrades

Through our pro bono partnership with the National Veterans Legal Services Program (NVLSP), we support US veterans with service-related disabilities to access essential financial and healthcare benefits. Many veterans discharged under less favourable conditions due to service-related trauma or

ill-health face barriers to accessing these benefits. Our lawyers assist NVLSP with triaging and progressing discharge upgrade claims to address this. For example, we supported a veteran who, after returning from service, struggled with mental health symptoms and went Absent Without Leave. Following their discharge, they were diagnosed with PTSD. Our team supported the veteran with a brief to the Army Discharge Review Board, which argued for mitigation based on the veteran’s mental health condition and successfully secured an upgrade from ‘Other than Honorable’ to ‘Honorable’ discharge conditions. In the last year, 40 Linklaters lawyers assisted over 55 veterans through case intake review, enabling NVLSP to serve more veterans efficiently and support their reintegration into civilian life.

Advocating for the educational rights of students with disabilities

US law provides children with disabilities the right to receive an education that meets their individual needs. In collaboration with the New York Legal Assistance Group (NYLAG), our lawyers are providing legal support to parents navigating the complexities of the special education system. These efforts seek to improve educational outcomes for individual children and strengthen accountability for disability inclusion within education systems. For example, we are representing the parent of a three-year-old child who has been diagnosed with Autism Spectrum Disorder and who has been formally recognised as requiring an individualised education programme. Despite this, the family is facing significant barriers, including the absence of a suitable school placement and denied access to essential learning services.

Our lawyers are advocating for access to comprehensive services and further evaluations to adequately meet the child’s needs at this critical stage of development.

Advancing fair housing

We are partnering with New York Lawyers for the Public Interest (NYLPI) on a research project examining how disability discrimination frameworks in fair housing law can be used to address hazardous living conditions – such as pervasive mould – that

disproportionately affect tenants with disabilities and chronic health conditions. Our work resulted in a comprehensive litigation roadmap for NYLPI, outlining strategic options for advancing claims under federal, state and city laws, and covering key issues such as party identification, venue choice, interim relief, standing, and potential defences. This resource aims to equip NYLPI with practical guidance to pursue more effective remedies for systemic housing quality issues facing low-income tenants in New York City.



SOCIAL IMPACT IN ACTION

Strengthening communities through place-based collaboration

➤ Our place-based Community Investment strategy seeks to deliver targeted support to underserved communities in harder-to-reach geographies. These initiatives focus on local engagement – with residents, schools, local leaders and frontline charities – to understand the community’s unique context and co-deliver solutions addressing pressing local challenges.

The LIFT Initiative: Unlocking potential and opportunity for students in Brazil

English language proficiency has a significant impact on access to educational, professional and economic opportunities in Brazil. Yet, disparities in access to English language education persist among students, including those from disadvantaged groups. To help address this, we co-founded the LIFT (Language, Inspiration, Focus, Transformation) Initiative (LIFT) in 2014. LIFT provides a cost-free two-year scholarship programme in English language and professional skills development for students from disadvantaged groups.

Participating students receive English classes from the Alumni Association, one-to-one mentoring from volunteering employees of LIFT’s sponsoring organisations, and access to professional skills workshops and career guidance. Linklaters volunteers provide mentorship support and have played a leading role in developing the programme’s bespoke

mentorship model. This year, we are supporting LIFT’s fifth cohort – 61 students from across São Paulo. Over 80% of the cohort are expected to graduate by the end of 2025, with many already securing employment while enrolled in the programme. Since LIFT’s launch, over 445 students have participated in the programme, supported by more than 850 mentors from over 20 sponsoring organisations, who have collectively delivered over 70 workshops.

Pride of Place: Driving social mobility in Newport

This year, we’ve continued our partnership with Business in the Community delivering the Pride of Place Programme in Newport, Wales. Led by our Firmwide Managing Partner Paul Lewis, we’ve delivered ‘Seeing is Believing’ visits to the area, connecting senior business leaders with the local community to spark dialogue and action addressing continuing deprivation in the area, including food poverty and limited access to sustainable employment. 30 businesses have engaged in the programme to date. Our support also extends to donation, pro bono and skills-based volunteering support for Newport-based charities and initiatives, with over 7,000 individuals and 150 charities and schools supported by the wider collaboration on this programme to date.

Evolve: Supporting organisational resilience in East London communities

The Evolve Project – our multi-organisation partnership with UBS, Société Générale, the Société Générale UK Foundation and East London Business Alliance – continues to deliver high-impact support to local community organisations across Hackney, Tower Hamlets and Haringey in London. Focused on building capacity to effectively respond to the ongoing effects of COVID-19 and the cost-of-living crisis, Evolve offers tailored support to local community organisations spanning themes such as digital inclusion, leadership and resilience coaching, peer learning and strategic planning.

Since the project launched in 2021, more than 650 volunteers have dedicated nearly 4,000 hours to deliver over 100 activities, reaching almost 500 community partners across three London boroughs. These activities have included skills-based training sessions, workshops, toolkits and coaching programmes which have contributed to building more capacity and resilience within East London’s third sector.

“Linklaters has been a proud supporter of the Seeing is Believing Programme for over two years. It is inspiring to see both our firm and fellow businesses actively engaging with local communities in Newport through regular visits, collaboration and place-based investment. I was particularly pleased to share this experience with the other members of our Executive Committee when they joined me for a visit last November, where we saw the powerful social impact of our work. By funding community projects, offering pro bono advice, and creating work experience opportunities, we are helping local Newport organisations and residents to build a more positive future.”

PAUL LEWIS
Firmwide Managing
Partner, Linklaters



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