

Connecting for positive impact



Introduction

Welcome to our review which captures our approach to responsible business, reflects on progress and sets out next steps.

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Putting responsible business at the heart of the firm

An introduction from our Senior Partner, Natasha Rees

Over the last year we have launched our rebrand, settled into our new office and been working hard to embed the four responsible business pillars, launched in last year's review, within the firm.



Natasha Rees
Senior Partner

Closer connections and exceptional results are at the centre of our brand. Our four pillars of Communities, Culture, Environment and Collaboration are integral and ensuring they thrive and continue to develop is key to our success. Vitally, they are underpinned by our four established values: we take happiness seriously; we collaborate for excellence; we support every person to achieve; and we are driven by what really matters.

We know this work is rightly important to many of our clients as well as current and future employees, and we take our responsibility for supporting the wider community, our people and the planet seriously.

I am proud of all that we continue to achieve in this area and the ongoing ambition to make a meaningful difference. The progress we make each year is due to the many people at Forsters who give their time and energy to this work, as well as those we work with externally.

I am pleased to share this review with you and look forward to being part of further efforts and collaboration in the year to come.

Our values

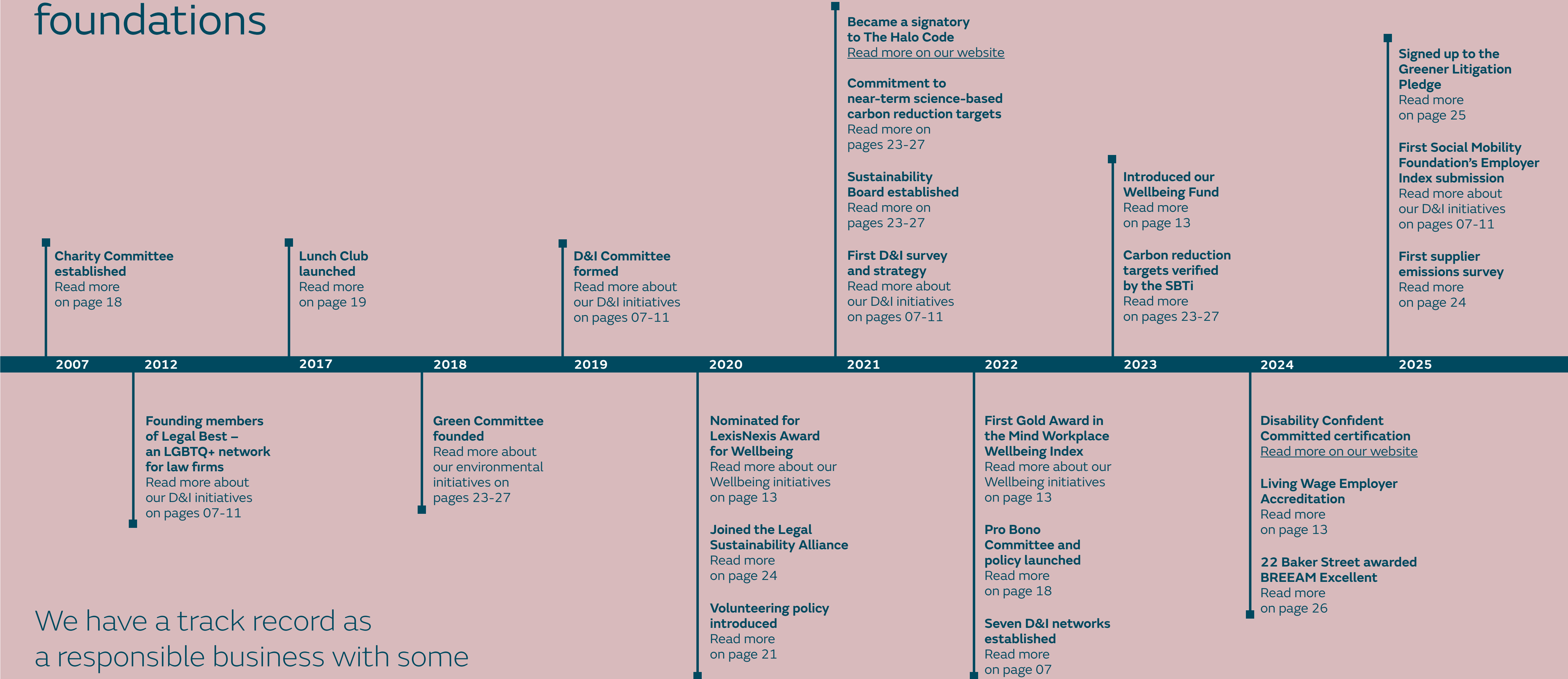
We take
happiness
seriously

We
collaborate
for
excellence

We support
every person
to achieve

We are
driven by
what really
matters

Building on strong foundations



We have a track record as a responsible business with some key milestones set out above.

Moving forward year on year

An overview from our Responsible Business Partner, Kelly Noel-Smith

Responsible business activity across each focus area has grown in leaps and bounds. I am grateful – as ever – to the partners, counsel and business services leaders who head up our committees and sponsor our D&I support networks, to senior leadership for their support, to the many people across the firm who do so much to ensure we keep making progress, and to our Responsible Business team.

Through our **Community** programmes, we are now firmly entrenched in Marylebone. Our partnership with The Marylebone Project has been inspiring and it has been a privilege to get to know the organisation and support their work with vulnerable women. Our reading scheme and weekly lunch club continue to support those in the community and we have expanded our work with local schools. It has been good to see more people than ever using their volunteering day and to see continued engagement in pro bono work.

Under the **Culture** pillar, we saw new collaborations driven by our D&I Committee to address the four focus areas of our 2024-2026 Diversity and Inclusion Strategy, alongside continued activity from our seven D&I Support Networks.

Our focus on the **Environment** remains very important. We were pleased to retain our Achilles Carbon Zero status as well as achieve BREEAM Excellent status for the social and environmental credentials of our new building. We have also undertaken an internal Climate-related Financial Disclosures (CFD) reporting exercise to ensure climate-related risk and opportunities are part of key decision-making processes within the firm.

Our **Collaboration** pillar has benefited hugely from the activity in our Commercial Real Estate, Rural Land and Business teams. We will be hosting a series of responsible business focussed events for clients and external stakeholders in 2025/26 to learn and disseminate good practice.

This review aims to give context to our work to ensure that we are a responsible business and that we continue to improve the use of quantifiable data wherever possible to track progress.

I hope you enjoy reading these highlights of our ongoing journey.



Kelly Noel-Smith
Responsible Business Partner



Performance at a glance

Culture

96

students participated in our three social mobility work experience programmes

11

D&I support network events

36%

of the firm signed up to our Wellbeing Fund

A*

in six Legal Cheek categories



Community

900+

meals served by our Lunch Club volunteers

£16K+

raised for the Marylebone Project

22%

of the firm took a full or half day to volunteer

1,046 hours

of pro bono legal advice provided



Environment

100%

renewable energy usage across our offices

-25%

emission reductions across Scopes 1, 2 and 3 (FY19/20 baseline)

-53%

carbon intensity reduction per £100,000 revenue (FY19/20 baseline)

-30%

reduction in A4 and A3 paper ordered



Creating a **culture** where everyone can thrive

Our people are the key to Forsters' success. With our team of expert lawyers and business services teams, our goal is to provide every individual with the opportunity to thrive in their choice of career.

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Our commitment to diversity and inclusion

A workforce that reflects society is vital to the success of our firm and essential to meeting clients’ needs. A diverse workplace, where everyone feels included and valued, helps us to attract and retain high-performing and happy staff.

Our D&I strategy

We got to work delivering our 24-26 Diversity & Inclusion strategy making progress against our four focus areas.

Data collection
Launched our ‘Count Me In’ D&I data initiative. This data supports our 2025 SRA diversity data submission and analysis will inform our strategy and action plans going forward.

Allyship
Formed a working group who consulted widely to define what good allyship looks like. A guide and firmwide training is planned for Autumn 25.

Lateral recruitment
Established a working group who engaged with our recruitment partners and ran an internal listening exercise to understand how we can improve. One outcome is a Talent Acquisition Passport (TAP), tested with our Early Careers panel and rolled out to the wider firm for lateral hires in Summer 25.

Inclusion
Continued to run a wide range of activity focusing on creating an inclusive culture. This has included Collaborative Mentoring, firmwide Anti-Bias training, a session on Intersectionality, and ongoing D&I support network activity.



Communities providing connection and insight

Our seven employee-led support networks cover disability, faith, gender equality, LGBTQ+, ethnicity, social mobility, and working parents and carers. The networks create safe spaces for people to connect and for allies to actively support their colleagues. Within the networks, members share valuable perspectives on lived experiences which can inform policies and initiatives that promote equity and inclusion.

7
support networks

11
firmwide events

57
network meetings

Network highlights throughout the year

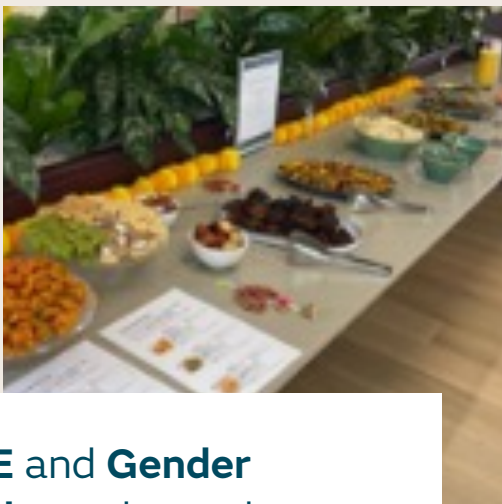
PRIDE Network welcomed Dr Sarah Drummond for a talk on Section 28.

Faith Network hosted a Holi speaker event and marked Eid with treats around the office.



EnABLE and Gender Networks co-hosted an event on neurodiversity with Sara-Louise Akrill, founder of Wired Differently.

Race Support Network hosted a food tasting and henna session to celebrate South Asian Heritage Month.



“I was so pleased to see that the EnABLE Network was in place when I joined Forsters. Health is so personal there is a danger of it becoming a taboo subject; hearing others talking openly about what they are going through has made me feel less alone. Having the network makes a big difference.” **Claris Bell, Associate, TTE**

Working Parents Network hosted a panel discussion for National Working Parents day.

Faith Network hosted a toy donation drive for Diwali.



April 2024

June 2024

July 2024

October 2024

November 2024

February 2025

“I joined the Carers Coffee meetings and they have become invaluable to me. This group allows me to give priceless support to others in similar situations.”
Alison Bourke, Executive Assistant

PRIDE Network marked Pride Month with Choir and Drag Queen Bingo socials.

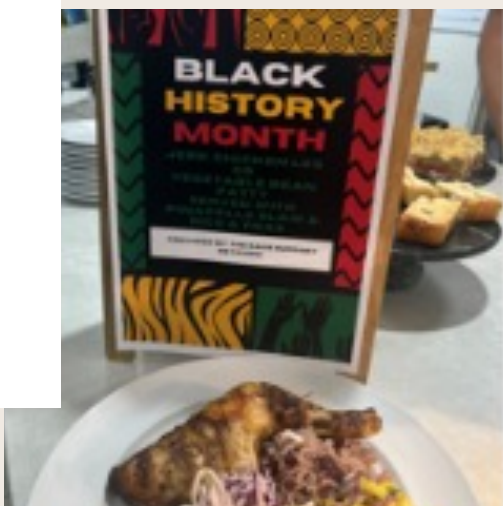
Carers Network hosted a panel session to mark Carers Week.

Social Mobility Network marked Social Mobility Day with a comms campaign around the office.



“The PRIDE Network’s event with Dr Drummond was a really important and moving look at the impact of Section 28. While I had been aware of Section 28, what struck me was the huge impact it had on a whole generation, and so recently. Of course, not everyone attending was familiar with

Race Support Network hosted Black History Month celebrations with a themed menu in the café and a film screening of Green Book.



Section 28 and it was a great opportunity to educate and share lived experiences, in a sensitive and engaging way. Hopefully, this kind of event can only help to build empathy for and solidarity with LGBTQ+ colleagues at the firm.” **Dan Parker, Senior Associate, Employment and Partnerships**

PRIDE and Race Support Networks co-hosted a talk with D&I Consultant Tash Koster-Thomas on intersectionality and privilege.

A Q&A with our new Race Support Network leads, Renesha Hodgson and Tin Hei Lam

How long have you been co-leading the Race Support Network and why did you decide to take on the role?

Renesha: I've been co-leading the Race Support Network with Tin Hei since January 2025. I put myself forward for the role just after joining the firm in September 2024 as a trainee. I had attended a few meetings and really enjoyed the opportunity to meet and connect with the other members, many of whom I may not have worked in departments with. I was very keen to play an active role in the network, providing a junior perspective and using the opportunity to widen my community around the firm.

What is the purpose of the group and what does it aim to achieve?

Renesha: Tin Hei and I have identified three key aims going forward: support, outreach and networking. These three aims are essentially our way of ensuring that the network creates a space for identifying members to find colleagues from a similar background with whom they can connect and share experiences whilst also making space for allies to both learn and find joy in the diverse community we are very lucky to have at Forsters. We want to ensure that everyone feels welcome and can identify all members as a friendly face to confide in or feel a sense of camaraderie.

Why are employee D&I Networks important within the firm?

Tin Hei: Employee D&I Networks are a vital part of building an inclusive and supportive workplace. They give people, especially those from underrepresented backgrounds, a space to connect, share experiences, and feel part of a community. That sense of belonging can make a huge difference in how people show up at work. These networks also help raise awareness across the firm, spark important conversations, and bring different perspectives to the table. They can influence how we support each other and work towards a workplace where everyone feels they can be themselves. Ultimately the networks are about helping people feel seen and valued, and making the firm a better place for everyone.

What is a highlight for you since leading the network?

Renesha and Tin Hei: A highlight has been the opportunity to introduce and take forward a pilot initiative that splits RSN meetings into formal and informal sessions.

The informal sessions are designed to give identifying members a space to connect outside of structured agendas, creating room for genuine conversations, peer support, and relationship-building in a relaxed, friendly environment. This aligns closely with one of our core aims: to foster a sense of community and belonging through support and networking. The formal sessions, on the other hand, follow a set agenda and are open to both identifying members and allies. These meetings provide a platform to engage with important topics, such as current affairs, headline news, and broader issues impacting racial diversity and inclusion, through thoughtful, structured discussion.



Renesha Hodgson
Trainee Solicitor



Tin Hei Lam
Trainee Solicitor

This split format has been well received so far. It's allowed us to maintain focus and drive progress in our formal meetings, while still preserving the warmth and connection that make the network so valuable to its members. It's been encouraging to see how this approach has helped balance action with community, and I'm excited to see how the initiative continues to evolve and strengthen the network going forward.

Is there anything you are looking forward to for the year ahead?

Renesha: I am most looking forward to the summer tennis event in collaboration with Black Tennis Mentors. It will be really fun to engage in some physical activity whilst celebrating an iconic moment in Black history with Arthur Ashe's Wimbledon win in 1975.

Tin Hei: I'm especially excited about creating more opportunities for meaningful engagement, whether that's through events, collaborations with other networks, or spotlighting lived experiences that help drive understanding and allyship.

A focus on social mobility

Our aim is to attract and retain diverse talent at every level by breaking down barriers and widening access to the legal profession for individuals from lower socio-economic backgrounds. We want people from all backgrounds to see themselves working at Forsters. We run a number of initiatives that upskill and inspire young people who are considering or actively pursuing a career in law or the legal sector.

Our 24-25 Social Mobility strategy

Widen our outreach through accessible opportunities

Support education and employment within our local community

Support undergraduate students actively pursuing a career in law

Widening our outreach through accessible opportunities

This year we ran two work experience programmes for A-level students on the Sutton Trust's Pathways to Law and Access Apprenticeships programmes. We are committed to widening our outreach and accessing a broad pool of talent and therefore continued running this programme online to reach students across the UK.

"I am eager to keep growing my journey that you've helped me start. The guidance and support I received from the team was invaluable, and I'm extremely grateful for the time you've all dedicated to this programme."

Sutton Trust student,
February 2025

"Thank you to Forsters for this incredible opportunity. I am very grateful. It has really given me incredible knowledge and I feel like I know what I want to do in the future now! A career in law!"

Sutton Trust student,
February 2025

96

96 students participated in our social mobility work experience programmes

120

Delivered by 120 Forsters volunteers

14

Our online programmes reached 54 students in 14 different UK cities

Supporting education and employment in our local community

Throughout the year, volunteers attended career fairs at local schools to inspire young people about working in the legal sector and the different routes into law.

In March, five volunteers led talks at Christ Church Bentinck Primary School (CCB) for Year 4 and 5 students, sharing their career journeys and answering student questions.



“It was a pleasure to discuss the various routes to being a solicitor with the students at the St Marylebone School Careers Fair. I remember how daunting it can be deciding what to study at university and beyond, and so it was great to chat through our individual paths.”

Sophie Wilson, Associate

“Visiting the students at CCB and talking about our career journey was a highly rewarding experience! They were incredibly engaged and asked a lot of sophisticated and interesting questions. It’s great to give back to the community and get involved in Responsible Business opportunities with the firm. They were so impressed they even want to come and see the office!”

**Claudia Harrison,
Executive Assistant**

Supporting undergraduate students actively pursuing a career in law

In August, we welcomed 16 enthusiastic university students to our office for work experience in collaboration with the Social Mobility Foundation. The students were all actively pursuing a career in law, so the aim of the placement was for them to understand what life is like working as a lawyer and equip them with the skills and knowledge needed to succeed in the next steps of their career.

During their time with us, students took part in workshops with legal groups, spent time shadowing lawyers, completed mock tasks and case studies and took part in skills workshops.



“I really appreciated the more personal nature of the programme. Although shorter, this programme might’ve just been the most insightful yet into the life of a lawyer and the work they do.”

**Social Mobility Foundation work
experience student 2024**

**S _ CIAL
MO _ BILITY
F _ UNDATION®**

Social Mobility Business Partnership WISE Week

In August we partnered with the Social Mobility Business Partnership to take part in their Work Insight & Skills Experience Week. 26 students spent the week at different business around London and on their third day they joined us at Forsters to explore the world of law.

SOCIAL MOBILITY
BUSINESS PARTNERSHIP



Building culture through skills and behaviours

We encourage a culture where knowledge is shared openly, learning is continuous, and everyone is empowered to do their best work.

360+

workshops, seminars and lectures delivered by our Knowledge and Learning and Development teams

Our Learning and Development (L&D) team provides a comprehensive suite of talent development opportunities for all employees and partners, comprising skills workshops, bespoke training programmes and individual support. We use internal subject-matter experts and external providers to facilitate workshops on a range of topics which support our Culture pillar through the exchange of ideas and perspectives.

Case studies

Rolling out anti-bias training

The L&D team, together with volunteers from our Social Mobility and Race Support Networks, worked with multi-award winning race equity experts, Rare, to create a bespoke version of 'Hemisphere', which uses expertise and research to create easily digestible insights and recommendations on ethnic minority and social mobility inclusion in the workplace. The training provides an opportunity to reflect, privately, on personal bias without fear or judgement. All the examples and stories are real and the training provides concrete advice and actions which can be put into practice straight away.

81%

of the firm had completed the anti-bias training at the end of FY24/25

"It was very powerful and felt emotional at times as I can relate to most of these examples!"

(Business Services)

"That may be one of the best training sessions I've ever done!"

(Fee earner)

"Very thought provoking and effective."

(Partner)

Innovating to improve impact

Recognising that ways of working are changing, we have introduced some additional training for Partners and Business Services leaders to support our Culture pillar. We've also introduced new ways of learning using actors to create interactive learning experiences so that participants can observe, reflect on and practice skills in a meaningful way. For example, in a new 'Intergenerational Inclusion' workshop, a group of business actors facilitated a session to explore potential interests and perspectives of different generations. The large group session encouraged input from leaders and 'hot seating' with the various characters to suggest communications for better results.

"The feedback and advice was really helpful."

(Partner)

"That was a great and hugely informative session."

(Partner)

Championing wellbeing

Working in the legal sector can be hugely rewarding, but it can also be physically and mentally demanding. We are committed to supporting each other so that every person at Forsters has a positive day-to-day working experience and is empowered to manage their wellbeing.

Wellbeing that works for everyone

We tackle wellbeing holistically and our range of initiatives reflect that no one size fits all when it comes to supporting people:

- Confidential 1:1 wellbeing sessions are available for all through our work with Wellbeing Partners
- On-site flu vaccinations and health checks led by Bupa professionals
- Our weekly clubs, including Choir, Book Club, Netball and Running, are rooted in wellness and a chance to connect with colleagues
- Our Wellbeing Fund, including language lessons, yoga, first aid courses, infant sleep coaching and National Trust membership, enables everyone to access a range of benefits that go beyond gym memberships

36%

of the firm signed up to our **Wellbeing Fund** in 24/25, an increase from 30% in 23/24

External Recognition and Awards

Legal Cheek

Legal Cheek Trainee and Junior Lawyer Survey 2024/25

In the Legal Cheek Trainee and Junior Lawyer Survey, we scored A* on Training, Peer Support, Partner Approachability, Work/life Balance, Quality of Work and Social Life.

Legal500
FUTURE LAWYERS

Legal 500 Future Lawyers Survey 2024

We were named Legal 500 Future Lawyers Winners in three categories; Social Life, Quality of Work and Vacation Scheme.

A few of this year's highlights

Supporting fairer, better work

We became an Accredited Living Wage Employer. The Living Wage is a benchmark that ensures everyone earns a wage that meets the real cost of living.



Bring Your Child to Work Day

We welcomed 22 young people to our office for our first Bring Your Child to Work Day. It was a brilliant opportunity for them to see what their parents do day to day, learn more about life at Forsters, and explore the office through quizzes and scavenger hunts.

Launching our Grief Circle

Grief is a universal human experience, yet rarely talked about and often taboo in the workplace. We launched a confidential support group to offer a safe, welcoming space to talk about grief, share experiences and find connection during difficult times.

Our ongoing commitment

Reflecting our continued commitment to wellbeing we have created a new Senior Reward and Wellbeing Manager role to help us ensure our approach to caring for and investing in our colleagues has the focus it warrants.

Making a positive difference to our communities

We recognise the mutual benefit of engaging with and enriching the community around us. We want our people to feel connected to the local community and we encourage them to support causes they are passionate about through a range of activities.

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Giving our expertise through pro bono

Through our pro bono programme, we offer our legal expertise to individuals, charities and community groups that can't afford to pay for advice. Our pro bono policy encourages lawyers at every stage of their career to get involved, with approved pro bono work contributing towards billable hours targets.

This year, we have continued to work with a number of partner organisations, including legal advice centres and referral organisations that connect us with charities, to support a range of individuals and organisations.

Our pro bono partner organisations



Hear from our Pro Bono Committee co-leads



Joe Beeston
Partner

“It's been another fantastic year for pro bono at the firm. The Committee has recently restructured to improve efficiency, and it's been wonderful to see so many new faces getting involved. Our invaluable work continues to support those most in need – including through new partnerships with organisations like the Trans Legal Clinic and various law centres. I'm personally very grateful for the time and dedication our lawyers continue to give so generously.”



Danielle Crawford
Counsel

“This year, our refreshed Committee has made significant progress through increased collaboration and firm-wide participation. It's been incredibly rewarding to see the tangible impact we've had on the community and to witness the professional growth of our team through this collective effort.”

123

colleagues involved in pro bono

1,046

hours of pro bono legal advice provided

31

different organisations received support

Our lawyers in action

Case studies



Timothy Evans
Senior Associate

Running a family law clinic with Citizens Advice Wandsworth

The Family team continue to run a twice-monthly, hour-long clinic (two 30-minute appointments) on behalf of Citizens Advice Wandsworth. With thanks to our Forsters team: Polly Calver, Ellen Jones, Olivia Russell and Emma Forsyth, we have been able to expand our offering from one clinic per month to two over the past year. Our fee-earner volunteers are very ably assisted by the trainees moving through the department, and with thanks also due to Simon Blain and Guy Mawson for supervising. The clinic serves as a reminder that there are large parts of society who have no access to legal advice, no social circle to assist them in accessing advice and, in some circumstances, no access to technology which could provide answers to simple queries. More importantly perhaps, the clinic provides the client with a sense they are being listened to in a world in which their concerns are routinely ignored, and legal aid hard to come by. We are incredibly fortunate to work in the legal profession at a firm like Forsters and it is imperative that we continue to share our expertise with those most in need.

“We're grateful that Forsters have provided access to 46 30-minute appointments over the past year. This has allowed the majority of clients who approached us with complex family legal issues to get expert advice on a range of problems. These have included: child protection issues, client's rights when their ex-partner wants to take a child abroad, enforcing child arrangements and financial orders, as well as advice on divorce.

Many of our clients would not be able to afford legal advice where it is not covered by legal aid, so the assistance that Forsters provides is invaluable to those people, giving them assurance of their rights and the confidence to progress their situation.

Thank you Forsters, for your ongoing contribution to supporting our clients.”

Citizens Advice Wandsworth

Supporting community sports

The matter concerned a lower league football club in the Midlands. A telecommunications provider wanted to install telecoms apparatus on their grounds – either voluntarily or by exercising Code Rights to force the issue if the club refused. We were instructed to review the position and advise whether there were any grounds to oppose the installation, and if not (regrettably, there were no grounds) to assist with minimising any prejudice to the club through the negotiation of the telecoms agreement.

The matter progressed to a point where we had almost concluded lease negotiations, however the telecoms provider ended up withdrawing as they had found an alternative location.

Telecommunication companies have significant funds at their disposal and can be very aggressive in their dealings with landowners. Once apparatus has been installed, it is generally very difficult to remove and so getting the best advice possible on what can be done to oppose or (if not possible) to mitigate its impact is important, especially as if the club had any redevelopment plans, then having telecommunications equipment in the way could pose a serious future cost and impediment to them.

This was a small club and it was therefore rewarding to support them in protecting their position as best possible.



Nick Southworth
Senior Associate





Kirstin Temple
Associate

Working tenant-side on leasing

I've been taking instructions from Devonshire Collective, a non-profit cultural and community organisation, assisting them with three deeds of variation of their existing leases and a deed of rectification. I personally wanted to be involved with an organisation that differs greatly from my usual clientele; I also mainly work for landlords, and so it has been interesting to work tenant-side, bearing their different commercial considerations in mind.

"As a small organisation with limited resources, Forsters have been a vital lifeline to us on two major areas of business development, offering pro bono support over the course of more than a year.

Their Commercial Real Estate team have supported us to negotiate Deeds of Variation with our local authority landlords on our two much valued community spaces: our free contemporary art gallery where respectively we welcome 3,000 visitors annually, and our community studio where we engage 2,000 children and young people in the neighbourhood each year.

Forsters have additionally dedicated numerous pro bono Partner and Associate hours to Corporate matters.

The team have been responsive and unfailingly generous with their time and support. Forsters' crucial pro bono contributions to both of these significant legal areas allow a small company like ours to set a course for a sustainable and exciting future as we enter our tenth year of operations. We couldn't have unlocked such key areas of charitable growth and organisational development without Forsters' unwavering support."

Edward Ball, Director, Devonshire Collective



Katya Churchill
Associate

Defending against unlawful eviction

We were instructed to help an artist defend himself against his landlord in the case of an unlawful eviction. Our client's landlord levied a relentless campaign of abuse, harassment and libellous statements against our client and was threatening to unlawfully take back possession of the property despite having no legal right to do so. There was a real risk that we were going to have to apply for an emergency injunction to prevent our client's eviction. We advised our client of his rights and of the best course of action in a scenario like this. It was a fantastic opportunity to put our legal skills to good use and I found it rewarding to be a calm and supportive presence during a difficult time for my client.



Patrick Feeney
Senior Associate

Helping a community centre unlock the value of its space

We recently advised a charity that runs a local arts and community centre on the letting of part of their premises to a commercial tenant. Our role included negotiating the underlease with the tenant and securing the necessary consent from the local council, which owns the freehold. The transaction was a success, enabling the charity to generate additional income by making more efficient use of their space. We were pleased to support them in achieving this positive outcome.

Building community partnerships

We work together to support a number of charitable and community activities through fundraising, volunteering and gift donation drives. This includes supporting a firmwide charity that unites all of us behind one common cause.

The Marylebone Project

In January 2024, we established a partnership with the Marylebone Project, a charity providing life-changing support to women facing homelessness. It is the largest and longest-running centre of its kind in the UK with over 90 years’ experience.

Initiatives throughout the year included:

- Nine volunteers on-site tidying up the garden at the Marylebone Project to mark Mental Awareness Week
- HR and L&D teams hosted an Interview Skills Workshop for the women to mark World Homelessness Day
- Six Partners and Heads of Business Services took part in London’s CEO Sleepout
- Five Forsters runners took part in the Royal Parks Half Marathon
- Festive Raffle
- Volunteers wrapping festive gifts donated by Forsters for the women to receive
- International Women’s Day brunch hosted by Forsters volunteers
- Participation in the London Walk

57
volunteering hours given

£16,950
fundraised for the Marylebone Project by employees and partners during the year

“The partnership with Forsters is so special and unique because Forsters is really walking alongside us. It’s not always about the donations and financial support but it’s also the human connection the partnership offers. Forsters employees get to come in and engage with our women to learn from their stories and our women also get to experience conversations – it’s crucial for their mental wellbeing.”
Miriam Kennedy, Marylebone Project Centre Manager



Garden tidy up team



Royal Parks Half Marathon



CEO Sleepout

Watch

Scan for our partnerships highlights video:

Thursday Lunch Club

Thursday Lunch Club is a longstanding Forsters initiative where volunteers provide a hot meal and warm welcome once a week to people in the community in need of support. We host guests at St Marylebone Parish Church which is a short walk from our office.

70+

volunteers are signed up to support the running of our weekly lunch club

20+

guests welcomed each week on average

900+

meals served throughout the year by our volunteers



Georgina Haddon
Senior Associate

From the office to the kitchen:
a 'day in the life' of Georgina Haddon, Lunch Club Team A supervisor



Monday AM:

The lovely Kaan in our Reception team sends a reminder to submit the week's shopping list order by 1pm Tuesday.

Monday PM:

Panic because I've forgotten to plan a menu. I think about what can feasibly be cooked in a relatively modest kitchen in 90 mins, ideally, making sure we get as many nutrients into the meal as possible – plenty of protein, iron, carbs, veg etc. Winner is often (some form of) chicken dinner plus a tasty veggie substitute.

Tuesday AM:

Polite chaser from Kaan for my order. Finalise menu choice and guesstimate quantities – we tend to have approx. 20 diners, most recipes are for 4, so it's a great opportunity for me to practice my 5 times tables.

Wednesday PM:

Joanna, in the Reception team, confirms Tesco order has arrived and whether I've stuck to budget.

Thursday:

9:00 Grab any missing ingredients enroute to the office.

10:20 Head to the Marylebone Parish Church (also home of the Forsters Christmas Carol Concert) – a mere 10-minute walk away.

10:30 Arrive, inevitably forget the kitchen door code, hope someone else remembers or that Stuart and Chris (the wonderful wardens) are around to let us in.

10:35 Try to remember how the oven works. Teamwork begins here, relationships are built, bonds are forged, collectively we press multiple buttons until we hear a promising hum of heat...

10:40 Food prep, find out how our Team A members are doing in work and life (#closerconnections), discuss food, intermittent chats with Stuart and Chris while they kindly set up the coffee station, lay tables etc. I've met several people through lunch club I may not have had an opportunity to speak to otherwise and as there are only ever 3-4 of us cooking, it's easy to get to know a bit about everyone.

11:30 Guests arrive, open the doors (try to remember the code again), and they help themselves to teas and coffees, settling in at tables of four to catch up. We put fruit and biscuits out by the coffee stations so guests can help themselves. I like to put out some bread/nibbles while we finish the cooking, so guests are fed from when they arrive.

12:00pm Hand over to Team B. Strict instructions on plating, garnish, serving style... or a slightly frazzled "this just needs 5 more minutes, fake chicken's in the fridge which can be cooked to order in 5 mins, dessert is over there, thanks so much!"

12:10pm We walk back to the office hoping our diners enjoy the meal, probably smelling slightly of garlic and with more unread emails than I might like but feeling proud to be part of a firm that facilitates and actively encourages us to take time away from the desk to help others.

Making new connections within our community

Since moving to Marylebone, we have established new connections within our local community through the Baker Street Quarter Partnership (BSQP), a Business Improvement District funded by local businesses for the benefit of the broader community of the Marylebone area. In particular, its Smarter Giving initiative has created many opportunities for us to get involved through volunteering time and skills to support education and employment, as well as participating in donation drives for ongoing charitable appeals.

With the help of BSQP, we launched a Reading Support Scheme with local primary school, Christ Church Bentinck. Volunteers from across the firm have been supporting Year 4 and 5 students with 1:1 reading practice.

Literacy skills play a key part in shaping the future of young people, empowering them to communicate effectively, access knowledge, and develop critical thinking. These skills open doors to educational and career opportunities.

21

Forsters volunteers supported 21 students with reading during the year

“Forsters' commitment to making a positive impact in their new local community shines through. Forsters' teams have actively involved themselves across our programmes, steering groups and Board working with us to enhance the area for everyone's benefit. They are an outstanding new partner in our Smarter Giving programme and have been proactive in building local connections, getting involved in local volunteering and setting up valuable partnerships. Particularly notable is their partnership with the Marylebone Project providing funding, equipment and workshops supporting women experiencing homelessness; their Thursday Lunch Club - for the homeless at St Marylebone Parish Church; and their new 'Aspire' work experience programme promoting social mobility. We are thrilled to have them on board.”

Penny Alexander, Chief Executive, Baker Street Quarter Partnership



Krupa Patel
Learning & Development Advisor

A Q&A with Reading Scheme volunteer: Krupa Patel

Krupa volunteered on the pilot scheme last summer and enjoyed it so much that she signed up again in the spring. Here's what she had to say about her experience...

What made you say “yes” to the reading scheme in the first place?

My nephew is autistic and has faced his own difficulties with reading, and I've seen how much 1:1 support has helped him grow in confidence so I wanted to be part of making that journey feel a little easier and more enjoyable.

Did you have a favourite moment from your sessions with the students?

Funnily enough, both children I read to got stuck on the word “rationing” – in a scene where the Fox had hunted a rabbit. My slightly dodgy explanation involved crisps and biscuits: “You don't eat the entire pack in one go (ideally)

– you ration it through the week!” One of them even wrote it on her hand and was so proud to show me it when we next met. It became our unofficial “word of the week”!

How do you feel this experience supported/benefitted the student?

I like to think their confidence grew. They picked up the pace as the weeks went on, which felt like a good sign!

Finally, sum up the experience in three words!

Rewarding, patience, encouraging.

“An enormous thank you to the Forsters team of reading volunteers. The children who participate are always so excited when Wednesdays come around. They enjoy the books and answering the ‘questions’ that the volunteers ask week by week. I would like to commend all those who have been involved in the setting-up and in the delivery of this great opportunity for our pupils. It's a pleasure working with such a committed and organised team of individuals.”

Mr Roper, Deputy Head Teacher, Christ Church Bentinck Primary School

“Thank you so much to the Forsters volunteers who so willingly give up their time to come and read with our children. They benefit so much from having an extra 30 minutes of reading a week.”

Ms Baldry, Year 5 Teacher, Christ Church Bentinck Primary School

Celebrating team volunteering days

Supporting the wellbeing and development of our local community is vitally important, whether it's maintaining green spaces or supporting food banks. Every person in the firm can take a paid volunteering day each year. We take the happiness of our people seriously and actively encourage everyone to participate.

127

people (22% of the firm) used their Volunteering Day

14

charities, schools and community partnerships supported



Real Estate Disputes – at Horsenden Farm, a nature reserve and working community farm



Commercial Real Estate – volunteering at Ronald McDonald House at Evelina London Children's Hospital



Commercial Real Estate – volunteering at Sebby's Corner, a charity providing essential supplies to disadvantaged families



Colleagues at Little Village – a charity supporting babies and young children living in poverty by redistributing essential goods



Banking and Finance – at Wormwood Scrubs Pony Centre, a charity providing riding and equine therapy for children



Taking action for our **environment**

We work to minimise our impact on the environment. Sustainability is a core consideration in our strategic decisions and in our operations including climate change, the health of ecosystems and our use of natural resources.

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- 23** Taking climate action
- 25** Connecting colleagues with the environment
- 26** Driving resource efficiency



Taking climate action

We recognise the importance of decarbonising our operations and are committed to net zero by 2050 in line with the Paris Agreement and the UK Government's target.

Our journey to net zero is focused on achieving our 2030 target to halve our emissions from our 2019/20 baseline, verified by the Science Based Target initiative (SBTi), which will mean we are on track.

This is our sixth year of emissions reporting including Streamlined Energy and Carbon Reporting (SECR) and during the year we submitted our second Carbon Disclosure Project (CDP) questionnaire.

Our emissions are audited by a third-party in accordance with ISO14064-1:2018 and our Achilles Carbon Zero certification is ongoing as a result of meeting the required reductions, our action plans and the purchase of verified carbon credits.



Our performance

-25%

emission reductions across Scopes 1, 2 and 3 (against a 2019/20 baseline)

100%

renewable energy usage across our offices

-53%

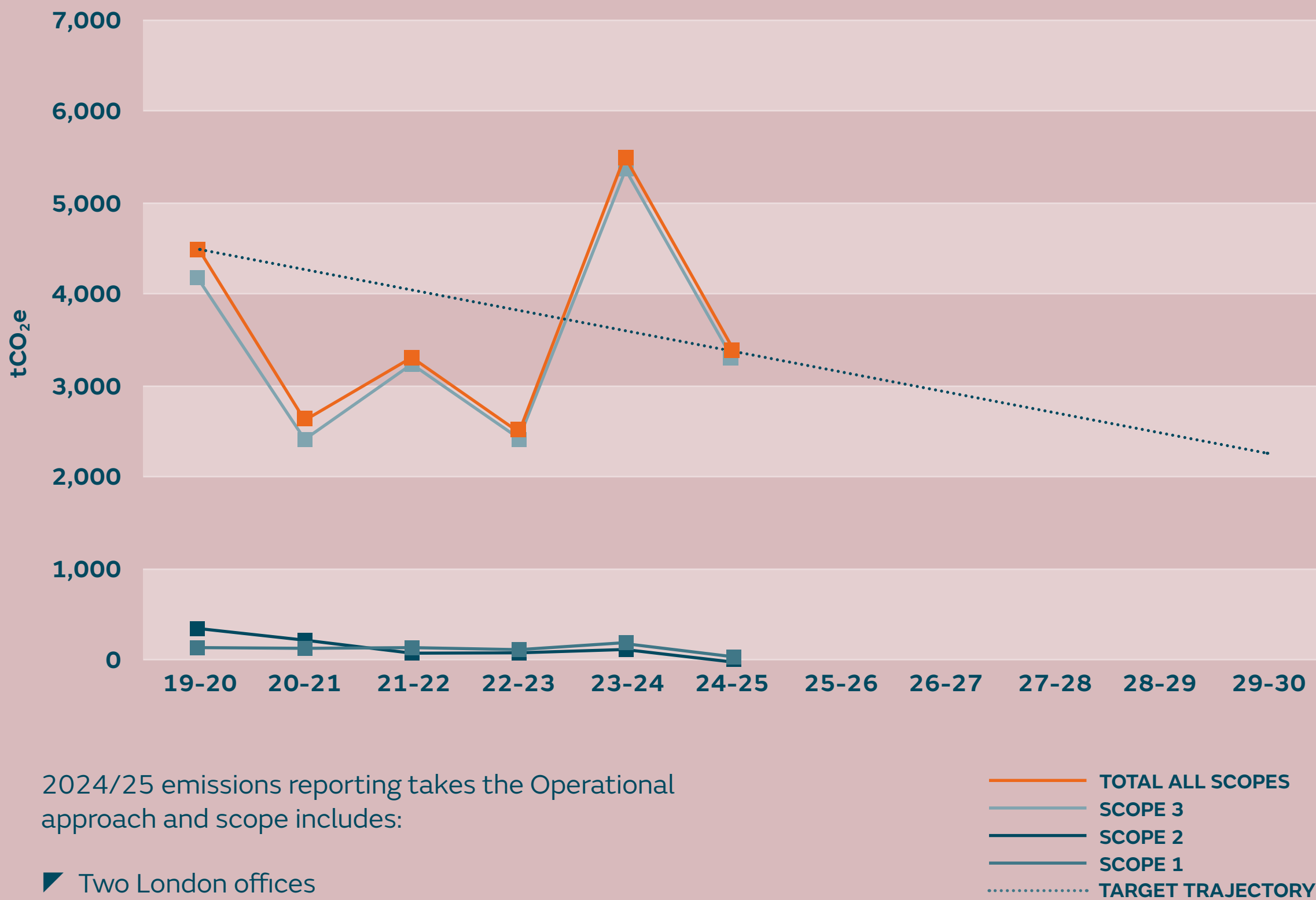
carbon intensity reduction per £100,000 revenue against our 2019/20 baseline year

-44%

carbon intensity reduction per FTE against our 2019/20 baseline year



Progress towards our Scope 1,2 and 3 absolute tCO₂e reduction target



2024/25 emissions reporting takes the Operational approach and scope includes:

- Two London offices
- Scope 1: direct emissions from use of fuels in our offices
- Scope 2: indirect emissions from electricity purchased to power our offices
- Scope 3: indirect emissions from operational activity including business travel, commuting, couriers, waste, water, purchased goods and services and capital goods.

Making progress against our baseline year

FY23/24 saw a significant increase in Scope 3 emissions because of our office move and FY24/25 included the completion of our 22 Baker Street refit which was rewarded with BREEAM Excellent certification. Total emissions, including Scope 3 and using a market-based approach, decreased by 38% compared to FY23/24 and by 25% from the FY19/20 baseline year. Scope 3 makes up over 99% of our total emissions with action plans focusing on:

Products and services (52%)

To improve the quality of our data relating to purchased goods and services we conducted a carbon emissions supplier survey reflecting 80% of spend with a completion rate of 25%. We will continue to take steps to engage with our most significant spend and high impact suppliers (including Capital goods) on their data and reduction targets.

Business travel (24%)

Analysis shows strong adoption of our Travel policy which emphasises train first when practical and avoiding first class when flying. Next steps are for the Sustainability Board to review travel data in detail to continue developing our approach.

Employee commuting (8%)

As we grow, so do emissions relating to employee commuting and working from home. Patterns in line with our Agile Framework are now established which, alongside data from our staff survey, provide the Sustainability Board with insights to inform action plans.

Capital goods (6%)

Having completed the office move and refit, capital expenditure reduced significantly and whilst investment in infrastructure continues we do not expect to see another significant spike ahead of our 2030 target deadline.

Working towards net zero

Last year we pledged to work on our carbon transition plan and journey towards net zero. One step was to adopt the Climate-related Financial Disclosures (CFD) framework which focuses on Governance, Strategy, Risk and Performance. A series of externally facilitated CFD workshops with senior teams helped us to define a number of next steps focussed on risk management, business planning and procurement processes.

Participating in sector collaboration

We also pledged to engage more deeply with our networks to learn from each other and accelerate the decarbonisation of our sector. As members of the Legal Sustainability Alliance (LSA), we joined three new working groups on Reporting frameworks, Sustainable procurement and Nature and biodiversity with the aim to develop useful tools for the legal sector.



Connecting colleagues with the environment

Our Green Impact Group (GIG) continues to inspire action and spark conversations around sustainability, bringing colleagues closer to nature and our firm's strategic priorities.

Nurturing green spaces

GIG rallied 42 volunteers from across the firm for a canoeing experience down the River Lea – litter picking to help keep nature thriving in the heart of the city.

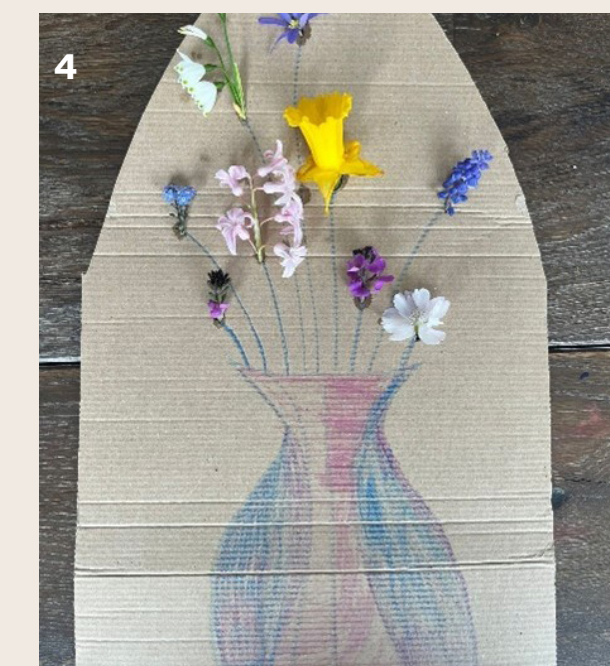
Celebrating art and nature

In collaboration with our Working Parents & Carers network, GIG brought back the much-loved children's Spring art competition for its second year. Our young artists wowed us with their creativity, with winners enjoying trips to Kew Gardens and the Natural History Museum.



1 & 2
River Lea volunteering

3 & 4
Art competition



Raphaella Lafrance
Knowledge Development Lawyer



Playing our part

Spearheaded by Knowledge Development Lawyer, Raphaella Lafrance, we signed the Greener Litigation Pledge, a voluntary commitment by solicitors' firms, barristers' chambers, e-discovery providers and other disputes professionals, to reduce the environmental impact of dispute resolution. The pledge has 140+ signatories all with the shared aspiration to minimise the effect our practice has on the environment.

“Our plan is to share a series of ‘best practices’ for the Dispute Resolution team to bear in mind, alongside insights gained across our legal teams – we can all play our part by considering the environment in our day-to-day work.”

Driving resource efficiency

Richard Naylor, Facilities and Workplace Services Manager

Our first year at our new office saw us recycle 80% of our waste, with the remaining 20% incinerated to produce energy. Whilst zero waste to landfill is progress because of our move, the challenge is always to use less and recycle better. Ongoing communication campaigns and improvements to systems are key to achieving best practice environmental behaviours.

Kate Heward, Library & Information Services Manager

During the year, the Library team received 36 copies of a large annual directory from a publisher without prior consultation. We engaged colleagues to confirm that only a few copies were needed and going forward the publisher will consult with us before sending out print materials. This will save metres of paper each year from just this title alone and our team’s proactive approach will continue to identify opportunities to reduce.

Jayne Bailey, Assistant Workplace Services Manager

The new office allowed us to reduce the number of printers in use by 41%, from 22 to 13. We also implemented a checks and balance system to supervise print requests exceeding a certain size and amount. Our first year at Baker Street illustrated a clear downward trajectory in paper use against the previous year.

30%

reduction in A3 and A4 paper ordered

Zero

waste to landfill

22 Baker Street refit in facts and figures

- We gave thousands of materials a second life during our office fit out including over 30,000 feet of the flooring above our pipes and wires
- Every piece of furniture in our office was selected with carbon footprint, recycled content, and cradle-to-grave recyclability in mind
- 100% of our lightbulbs are energy-efficient LEDs
- Our heating, ventilation and air conditioning system uses natural heat recovery and water-based cooling, avoiding harmful gases and slashing our energy use
- We’ve got SMART building tech that tracks how much energy we use in different parts of the office
- We’ve installed photovoltaic panels that generate up to 13,000 kWh of energy per year – enough to power about 125 laptops for a whole working year

Sarah-Jane Muskett-Green, Business Operations Director

We completed the final refit of 22BS earlier this year and the whole firm is now settled into the BREEAM Excellent certified building. Our strategy to move to one new office in Marylebone from four different London locations has been years in the planning. The building was designed with diversity and inclusion in mind and is also “smart” which will, through the Building Management System (BMS), give us much greater energy efficiency. We’re already seeing the sustainability benefits as well as the collaboration and connection opportunities being under one roof brings.



Collaborating on sustainability with our catering partner

Ayat Sheikh, Responsible Business Co-ordinator interviews Praveen Gujra, Catering Manager for BaxterStorey at Forsters



Ayat Sheikh
Responsible Business
Co-ordinator



Praveen Gujra
Catering Manager

BaxterStorey at Forsters places a strong emphasis on responsible catering. Can you share more about your approach?

Our approach combines ethically sourced ingredients, minimal waste and a strong culture of collaboration. We work hand-in-hand with our team and suppliers to ensure every aspect of our service – from menu design to waste management – is aligned with sustainable, ethical, and people-focused values.

How does sustainability shape your day-to-day responsibilities?

We regularly train our team on portion control and mindful ordering and make daily decisions that support our sustainable vision – whether that’s expanding our vegan main meal options or using wonky vegetables throughout the Café menu.

Sourcing ingredients responsibly is key to sustainable catering. How do you bring that to life at Forsters?

We have strong relationships with our suppliers who share our values, prioritising British and seasonal produce. Our collaboration with Waste Knot allows us to use “wonky” vegetables that would otherwise go to waste, transforming them into soups and daily specials. It’s a brilliant way to reduce waste while creating something delicious.

Food waste is a huge global issue, what steps have you taken together with Forsters to reduce waste at 22 Baker Street?

All food waste is recycled on-site, and in the café, we closely monitor sales patterns to prepare only what we need. Across tea points and hospitality catering, we work with Forsters colleagues to ensure only what’s required is ordered, helping to avoid unnecessary waste.

Reflecting on our first year of partnership, have there been any small changes or innovations that have made a noticeable impact?

Our increased focus on plant-based and low-carbon menu options has been a game-changer, not only in reducing our carbon footprint, but also engaging diners. We’ve also introduced carbon labelling on all grab & go sandwiches and are working to roll this out on the Café menu too.

Looking ahead, what are your top sustainability goals for the coming year?

Our main focus is on sustainable nutrition and further reducing waste through smarter menu planning and supporting good ordering practices. We’re also excited to explore campaign opportunities with the firm’s Green Impact Group.

If you could change one thing across the catering industry to accelerate responsible practices, what would it be – and why?

It would be to make waste transparency a standard practice. Understanding and owning our waste is the first step to reducing it, especially as food waste continues to grow as a global issue across hospitality.

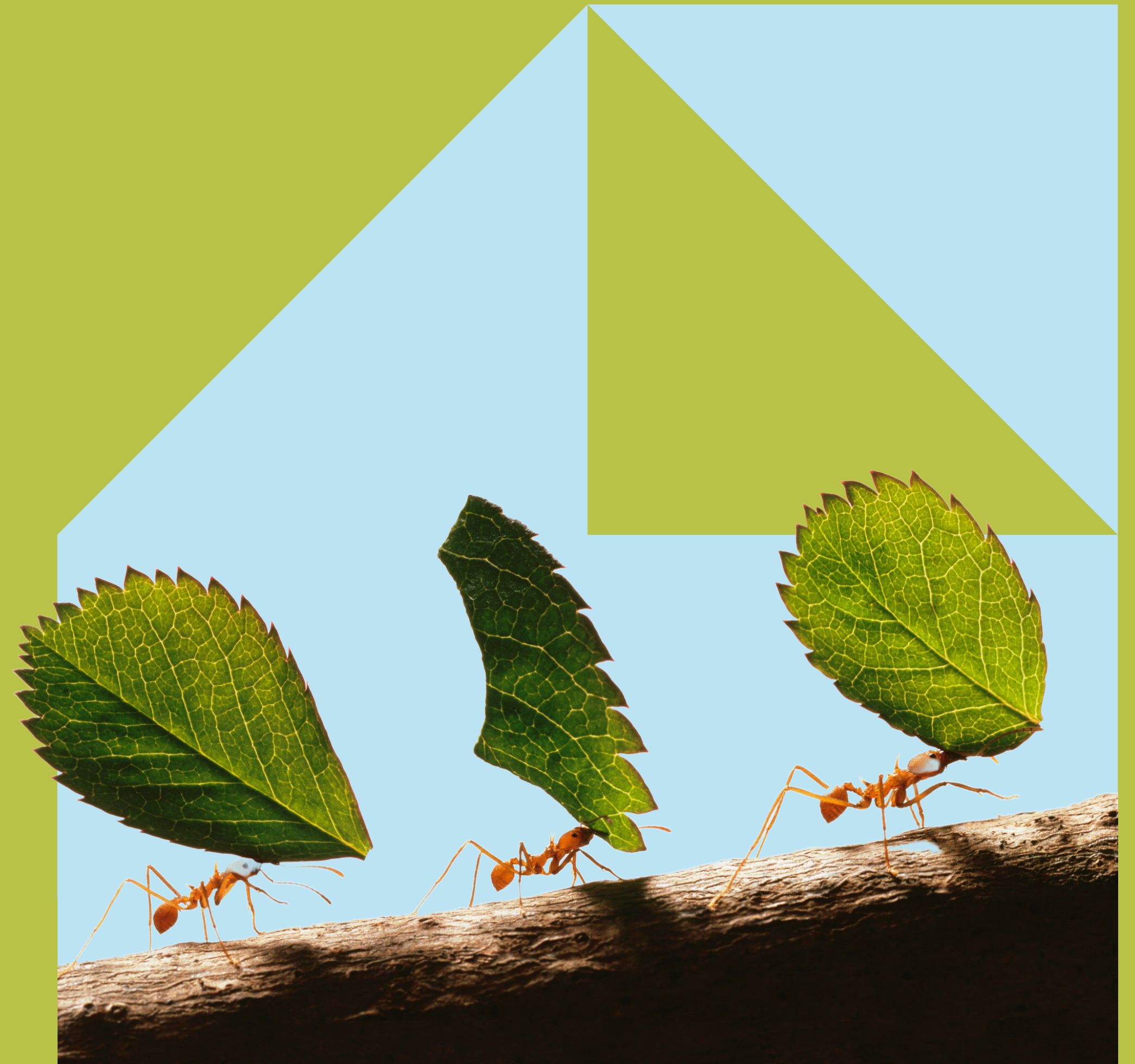


Creating a spirit of **collaboration**

Forsters' lawyers are encouraged to connect with our communities and the sustainability landscape. Trends around ESG are as much a part of the market as any other micro or macro-economic dynamics. We aim to cement our relationships with clients and business partners through our excellent legal services as well as fostering closer connections through our collaborative learning and knowledge sharing initiatives.

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- 31** Sharing ESG insights



Supporting pathways to net zero

Sector race to net zero is a cross-practice campaign that explores how different sectors are placed on the net zero journey and the challenges unique to them. Whilst the campaign is led by our Commercial Real Estate (CRE) team, ESG considerations transcend boundaries and drive greater collaboration to address emerging challenges and opportunities, and client needs.

Read

Find out more about our team's expertise on our [website](#).

- ✔ Drafting for a sustainable future
- ✔ Green regulations and certifications
- ✔ Biodiversity
- ✔ Electric vehicle charging infrastructure
- ✔ Renewable energy infrastructure
- ✔ Natural capital



Client case study

Collaborating to support decarbonisation goals

Knight Dragon's development at Greenwich Peninsula is one of London's largest regeneration projects, aiming to create homes for over 35,000 people, together with offices, commercial space and cultural attractions.

The Energy Centre delivers sustainable and affordable energy to homes and offices across the development. Built in 2016 with the lowest-carbon technology available at the time, it includes gas-powered boilers and a combined heat and power plant that distributes hot water through a district heating network. Technological advancements are allowing Knight Dragon to further decarbonise the district heating network, through the installation of air source heat pumps (ASHPs) to the Energy Centre. The transition is projected to potentially save over 90,000 tonnes of CO₂ over 15 years compared to gas-based heating.

Forsters' construction team advised Knight Dragon on the original construction of the Energy Centre 10 years ago and is collaborating with Knight Dragon again on this transition and the installation of ASHPs. These works are ongoing and are expected to be completed in April 2026. Forsters advised Knight Dragon in relation to the building contract with Hemiko for the design, manufacture and installation of the ASHPs, in addition to the consultant appointments for the project.



Ben Brayford
Partner



© Greenwich Peninsula

The building contract includes a bespoke regime for performance testing and monitoring which aims to ensure that the works when complete will achieve the targeted performance and carbon savings. Additional provisions were included to allocate responsibility for the structural integrity of the Energy Centre building in the context of the plant being installed, and the adaptations required to the existing structure in order to accommodate that installation.

We are delighted to continue to work with Knight Dragon in relation to the Energy Centre, and other projects at Greenwich Peninsula, to help Knight Dragon achieve its broader decarbonisation goals.

Driving the Natural capital agenda

We are passionate about the opportunities that Natural capital promises for the rural economy, the environment and for the wealth of social and economic benefits that will come with it.



Polly Montoneri
Rural Land and Business Partner

Reflecting our culture and collaborative strength

The external Natural capital campaign at Forsters has been a powerful demonstration of the firm’s culture – one rooted in collaboration, curiosity, and a commitment to delivering forward-thinking advice. By bringing together colleagues from across departments, the campaign has fostered a shared understanding of emerging markets and evolving policy landscapes, particularly around biodiversity, nature finance and land use.

This initiative exemplifies our joined-up approach to client service. Lawyers from diverse practice areas have worked in concert to explore the implications of natural capital for landowners, investors, and developers, ensuring our advice is not only comprehensive but also modern, proactive, and commercially attuned. The campaign has encouraged internal dialogue, knowledge-sharing, and cross-team learning, strengthening our ability to respond to complex client needs with clarity and confidence.

Moreover, the campaign reflects Forsters’ commitment to staying ahead of the curve. By engaging with external stakeholders and thought leaders, we’ve positioned ourselves at the forefront of a rapidly developing area, reinforcing our reputation for insight and innovation.

It’s a testament to how we work – collaboratively, intelligently, and with purpose – to deliver advice that is both relevant and impactful.

Author profile: *Polly Montoneri, Partner in the Rural team, plays a lead role within the Country Land and Business Association (CLA), currently serving as Chair of its National Committee on Natural Capital Markets and the Forestry Committee. Her involvement reflects a deep commitment to shaping the future of rural land management, with a particular focus on emerging Natural capital markets. Polly leads her committee and contributes expert insight into the evolving policy landscape, actively engaging with the CLA’s response to the wave of government consultations currently underway in this fast-developing sector.*

Read



- Find out more about our team's expertise on our [website](#).
- Rural land and business
 - Historic properties and planning
 - Land and estate management
 - Natural capital
 - Renewables
 - Rural development
 - Strategic land and rural development
 - Transactions

Listen



Following our two-part series that dived into biodiversity net gain from the lens of both developers and landowners, our team of experts reflected on the year just gone. From open mosaic habitats, to onsite versus offsite development, to the relationship between BNG and the incoming Planning and Infrastructure Bill, our team share their views on the latest developments and speculate about what they expect to see moving forward.

[How has Biodiversity net gain progressed in the last year?](#)

Check out our previous two-part special on BNG:

[Understanding Biodiversity net gain: part one - developers](#)

[Understanding Biodiversity net gain: part two - landowners](#)

Sharing ESG insights

Throughout the year our experts shared insights addressing sustainability challenges facing our clients and business.



Louise Irvine
Knowledge Development Lawyer

Driving change through impactful partnerships

On 12 June 2025, I was delighted to participate as a panel speaker at the 2025 Summit, “Driving Change: Insights for a Sustainable Future,” hosted by SearchFlow and Landmark. SearchFlow is one of our valued collaborators on sustainability initiatives, with whom we meet regularly to share progress towards net zero emissions and exchange ideas and findings.

The panel discussion, themed “Planning for a Sustainable Future,” brought together industry experts to explore the evolving sustainability landscape within the property sector. Our conversation was both lively and insightful, focusing on the growing role of sustainability as a driver of value and risk management. I spoke about the increasing importance of incorporating net zero carbon objectives into lease drafting, and how this is shaping client expectations and legal practice.

We also addressed key sustainability challenges facing the commercial property sector, including regulatory uncertainty, shifting government policies, and the ongoing difficulty in accessing reliable and timely data on building and occupier energy performance.

I highlighted the implications of climate change, particularly in light of recent Law Society guidance, and how we are integrating these considerations into our client advice.

Despite these challenges, the discussion underscored the many opportunities emerging in support of renewable energy and operational efficiency. There is growing client interest in initiatives such as electric vehicle charging infrastructure and rooftop solar installations. Green lease provisions are becoming increasingly standard, with landlords and tenants recognising the value of collaboration in achieving sustainability goals.

The panel expressed strong enthusiasm for the future of sustainability in the property industry, while acknowledging the significant journey ahead to reach net zero carbon emissions. The sustainability landscape is evolving at pace, and I look forward to next year’s summit to see how our collective insights and experiences have developed.

Spring

- ["AI for a greener built world"](#)
- [BBP Green Lease Toolkit: Better boilerplate provisions?](#)
- [Defra criticised over Biodiversity Net Gain](#)
- [The student race to Net Zero](#)
- [EPC Conversion Factors](#)

Summer

- [Summer heat proving too much for UK offices?](#)
- [Financing Biodiversity Net Gain requirements – who pays?](#)
- [Retrofitting – are national planning policy changes afoot?](#)

Autumn

- [ESG development puzzle – are lawyers the hidden piece?](#)
- [Biodiversity Net Gain – Update](#)
- [Top 5 things to know about Biodiversity Net Gain](#)

Winter

- [Sophie Smith in Property Week on NPPF response and Nature Reservation Fund](#)
- [Let it B, Let it B \(by 2030\)?](#)
- [Can a landlord charge for the cost of electricity to the building where there are solar panels on the roof?](#)
- [Polly Montoneri speaks to The Times about beaver reintroduction and biodiversity](#)
- [Advising on climate change](#)
- [Matthew Evans in Property Week on the potential net loss of Biodiversity Net Gain](#)

Next steps

We hope that this review has given a sense of our responsible business work in 2024/25. Reporting is core to being a responsible business: it demonstrates transparency and accountability. It enables us to reflect on progress, analyse performance, consolidate action plans and engage with the people that will help us move forward. In our next review we'll check back on our focus areas for the year.

Overarching approach

- Continue to embed our responsible business framework across the firm establishing new lines of communication and critical points for collaboration.
- Build a set of responsible business performance indicators aligned with our strategic priorities and set targets where appropriate.
- Increase awareness of our approach externally to create opportunities for collaboration.

Culture

- Rollout an Allyship campaign and guide.
- Review our Social Mobility strategy incorporating the insights from the Social Mobility Employer Index report.
- Shape and launch the Forsters Aspire programme for local school students.

Community

- Build engagement with local schools by delivering career talks and participating in career fairs to broaden young people's aspirations.
- Organise a large scale summer fundraiser for the Marylebone Project.
- Identify pro bono opportunities with environmental organisations.

Environment

- Implement the steps identified in the CFD workshops to further engage the firm with climate-related risks and opportunities and developing our net zero pathway.
- Connect with our top spend high impact suppliers on emissions data and reduction targets.
- Action the guidance developed as part of the LSA's working groups.

Collaboration

- Work with our business partners to share insights gained during the 22 Baker Street refit and achieving BREEAM Excellence.
- Identify opportunities to include our clients in responsible business initiatives starting with our Social Mobility programmes and a D&I Roundtable.
- Build and share sustainability expertise across the firm through cross team working groups.



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