Osborne Clarke for Good

Responsible Business Report 2026

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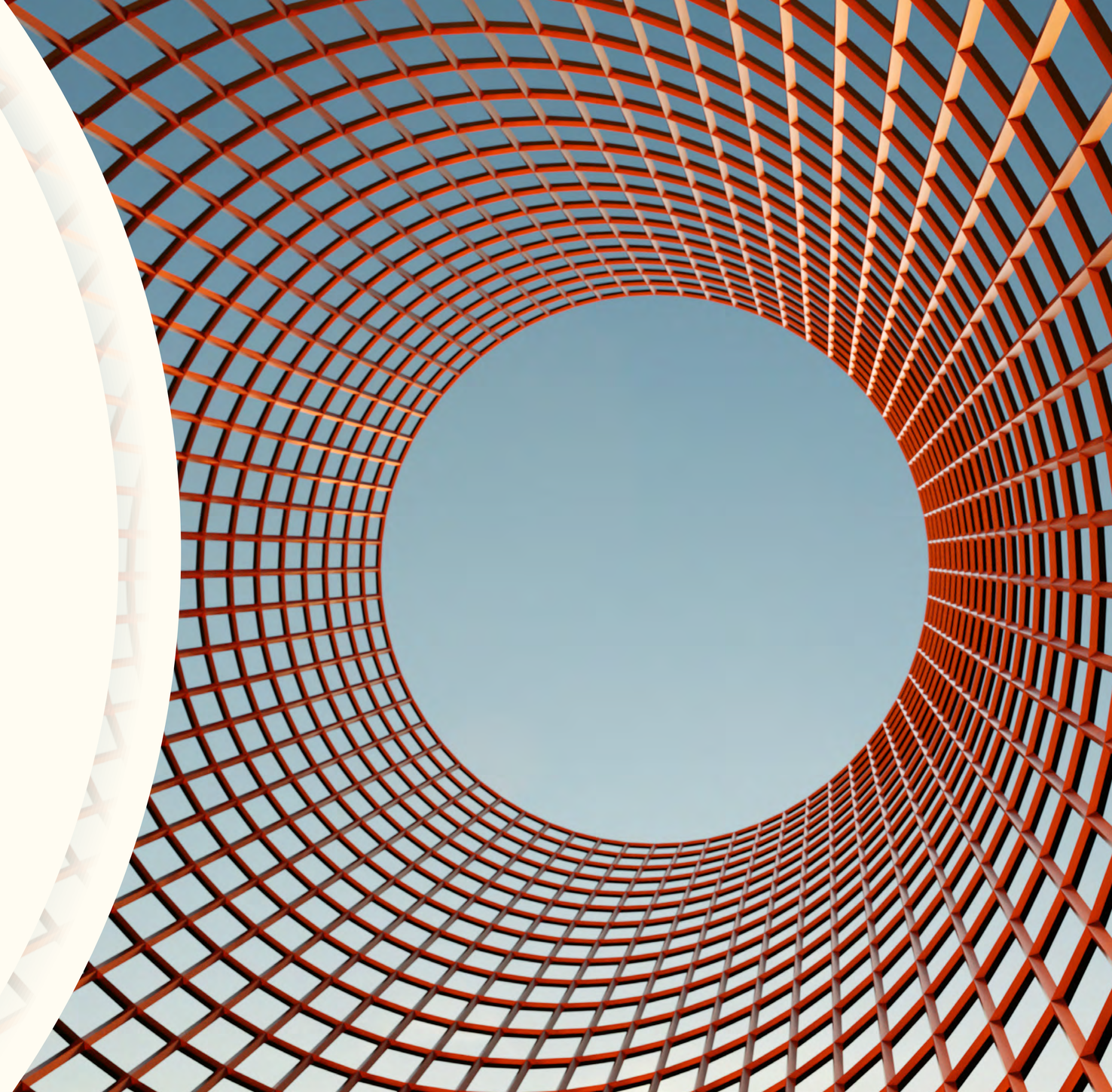


Message from our Managing Partner

It's my pleasure to introduce this year's Responsible Business Report. We look back at the progress we've made, and forward to how we'll build on it, in line with the commitments that guide our work. Osborne Clarke for Good frames our approach to responsible business for the benefit of our people, our clients, and the communities in which we work.

As we reach the end of our five-year strategy cycle, we review the strong progress we've made in reducing our environmental impact, making Osborne Clarke an open, supportive, diverse, and inclusive place to work, and supporting causes close to our hearts.

This year, we have continued to reduce our emissions, keeping us on track to meet our 2030 targets. We have achieved this in part by challenging ourselves to adapt how we travel. The rollout of our first firmwide business travel carbon budget, came in 13% under our target. Our offices in the Halo building in Bristol also contributed to the reduction, with a dramatic decrease in heating emissions thanks to its inclusion in the Bristol heat network.

We continued to invest in a workplace where our people can thrive and do their best work, reflecting the diversity of our client base and our communities. I'm delighted that our efforts were recognised by the Social Mobility Foundation, which ranked Osborne Clarke seventh out of 140 UK employer submissions in the 2025 Social Mobility Employer Index.

This year's pro bono work has presented us with varied and important opportunities to use our skills and knowledge to help those in need. One of the most noteworthy involved Osborne Clarke colleagues using the law to protect human rights in a time-sensitive, life-threatening situation through the Rule 39 project (a legal intervention). This was life-changing for the beneficiary and gave our people an opportunity to collaborate with other firms and hone their skills beyond their usual practice.

Looking forward, we will be focused, bold, and ambitious, especially as we create innovative ways to use AI consciously and responsibly to sharpen our competitive edge and enhance our client service offering. We will do so underpinned by strong governance and data protection safeguards, ensuring AI supports and empowers our people rather than replacing them, and remains aligned with our carbon reduction commitments.

I would like to thank our clients, colleagues, suppliers, and collaborators for your commitment and engagement this year. I invite you to join us in marking all that we've achieved in the last strategy cycle as we explore our plans for the chapter ahead.

Conrad Davies
Managing Partner, UK



The headlines

What went well in 2025/26

Emissions reductions ahead of target

Work to reduce our emissions is paying off, with a 5% reduction compared to last year and a 39% reduction since our baseline year, keeping us on target to meet our Science Based Targets initiative (SBTi) commitments.

Climbed the ranks of the Social Mobility Employer Index (SMEI)

We ranked 7th (up from 19th) in the 2025 Social Mobility Employer Index, thanks to our diversity and inclusion strategy, our work to mobilise junior talent, The Bridge programme, and work experience opportunities.

Psychological safety levels remained high, with strengthened support for wellbeing

Focused efforts to develop managers' skills paid off this year, with managers now cited as key drivers of positive wellbeing across the firm. As a result, departments previously identified as having wellbeing risk were successfully moved out of that bracket.

Met our firmwide business travel carbon budget

We set a budget for all colleagues to reduce their business travel emissions, and we met the challenge, coming in 13% below budget.

Eliminating bias and improving inclusivity

Employee-led networks hosted events to share lived experiences, enhance our understanding of biases, and discuss how to recognise and disrupt them.

Pro bono projects to be proud of

Our teams worked to support organisations fighting hunger and tackling waste, promoting biodiversity, defending human rights, and protecting victims of terror attacks.

Areas that still need focus

Carbon Literacy

We increased the number of colleagues trained in Carbon Literacy this year to 19%, but fell short of our ambitious 25% target. To address this, we will update our course and work on ways to encourage greater uptake.

Our use of AI

We will continue to collaborate with external experts to understand the environmental impacts of AI, so that we can integrate it into our work responsibly and with strong governance.

Representation in our partnership

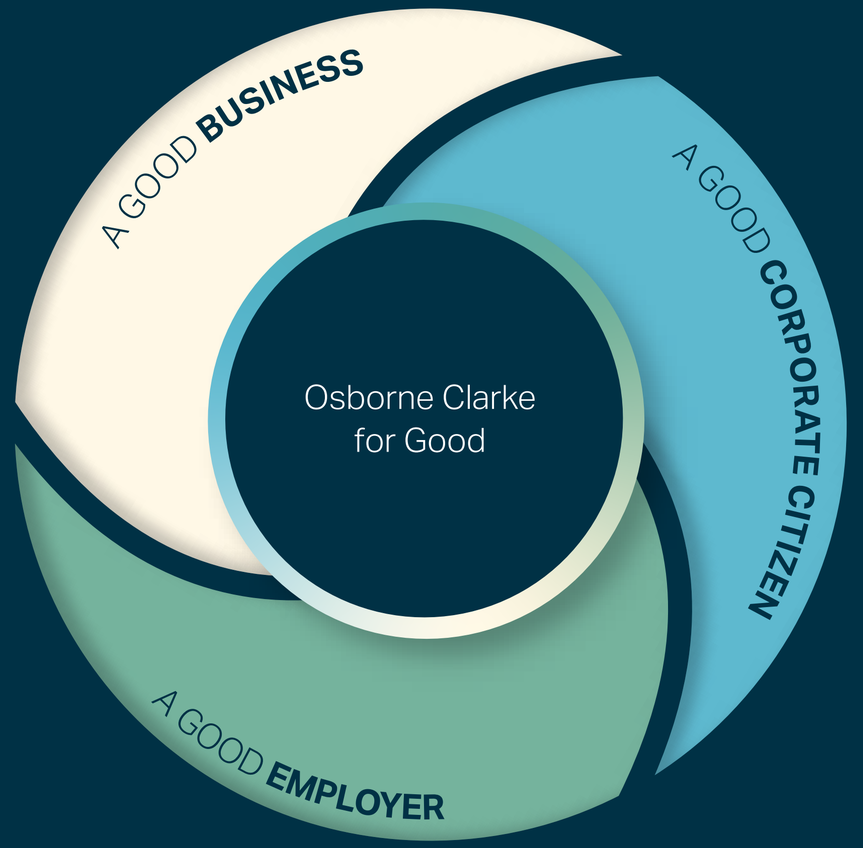
Although we exceeded our 6% minoritised ethnic target (6.7%), we did not quite reach our 30% women in the partnership target (27.3%). We are committed to increasing diversity in the partnership across all strands and will continue to assess and break down the barriers for underrepresented groups.

Work allocation

Fair, transparent, and manageable work allocation is a key driver of wellbeing and an inclusive culture. Whilst Business Services colleagues have already seen improvements through clearer identification and communication of their teams' priority projects, work allocation remains a primary focus for fee-earning departments.

Our Osborne Clarke for Good framework

Osborne Clarke for Good is our way of working to operate responsibly, manage our environmental, social and governance risks and harness the opportunity to shape the future of our firm in a positive way. We do this by focusing on our three 'For Good' pillars, which are aligned to the UN Sustainable Development Goals.



A GOOD BUSINESS

We work to reduce our impact on the environment and support other businesses to do the same.



A GOOD EMPLOYER

We want our people to thrive. That's why we invest in creating a diverse and inclusive workforce.



A GOOD CORPORATE CITIZEN

We take our responsibilities to society seriously and try to use our skills and resources to deliver social impact. We prioritise four key themes: access to essentials, opportunities, justice, and nature.



Our values

- Committed to excellence
- Proud of what we do
- Curious to know more
- Supportive and generous
- Free to be ourselves

Osborne Clarke UK

1,522	185	£271m
PEOPLE	PARTNERS	TURNOVER

Our approach to this report

This year marks the end of our five-year 2025 business strategy cycle. We have reviewed our progress and are developing our responsible business commitments going forward.

As part of this, the business has committed to completing a double materiality assessment to evaluate our firm's impact on the environment and society, and how social and environmental issues, in turn, affect us.

The double materiality assessment will be an important opportunity for us to understand how we best meet the expectations of our clients in relation to responsible business. This work will inform the next phase of our responsible business plan.

As a result, you won't see as many near-term targets articulated in this report as in previous years. What hasn't changed is our focus on our Osborne Clarke for Good commitments: to reduce our environmental impact, help people thrive, and make a positive difference.

A good business

Summary of progress

Our emissions

Responsible business and AI

Extending our positive impact through our client work

Future plans



Summary of progress

Continued to reduce our emissions, keeping us on track for our 2030 reduction target.

Rolled out our carbon budget for business travel firmwide and came in under budget.

Held our first Carbon Literacy training session for key suppliers.

Increased the number of colleagues trained in Carbon Literacy to 19% (falling short of our 25% target).

What does it mean to be a good business?

Being a good business means leading by example. We act in a fair, ethical and sustainable way, in our client advice as well as in our own operations.

Investing in reducing our environmental impact is not only vital for creating a cleaner, healthier environment for our people and the communities we serve — it's a business imperative. It helps us better understand the challenges of decarbonisation, ensure Osborne Clarke is a resilient and future-proof business, and drive innovative solutions. Only by leading through action do we truly make a difference.



Our emissions

We take full responsibility for the emissions we create and are committed to reducing them as much as possible.

SBTi commitments

We are on target to achieve all our Science Based Targets initiative (SBTi) commitments:

Long term

Achieve net-zero greenhouse gas emissions across the value chain by FY2040 from a FY2020 base year, i.e. a 90% reduction in absolute (total) Scope 1, 2, and 3 GHG emissions with neutralisation of the residual 10%.

Near term

- Reduce absolute Scope 1 and 2 emissions by 50% by FY2030 from a FY2020 base year.
- Continue active annual sourcing of 100% renewable electricity through FY2030.
- Reduce absolute Scope 3 GHG emissions by 50% by FY2030 from a FY2020 base year.
- Reduce Scope 3 GHG emissions beyond the minimum boundary (i.e. including hotel stay emissions) from business travel by 50% from a FY2020 base year.

Our 2025/26 emissions in context

Total CO_2e[1] emissions: **6,888 tonnes**

5% reduction across all scopes combined compared to last year. ☑

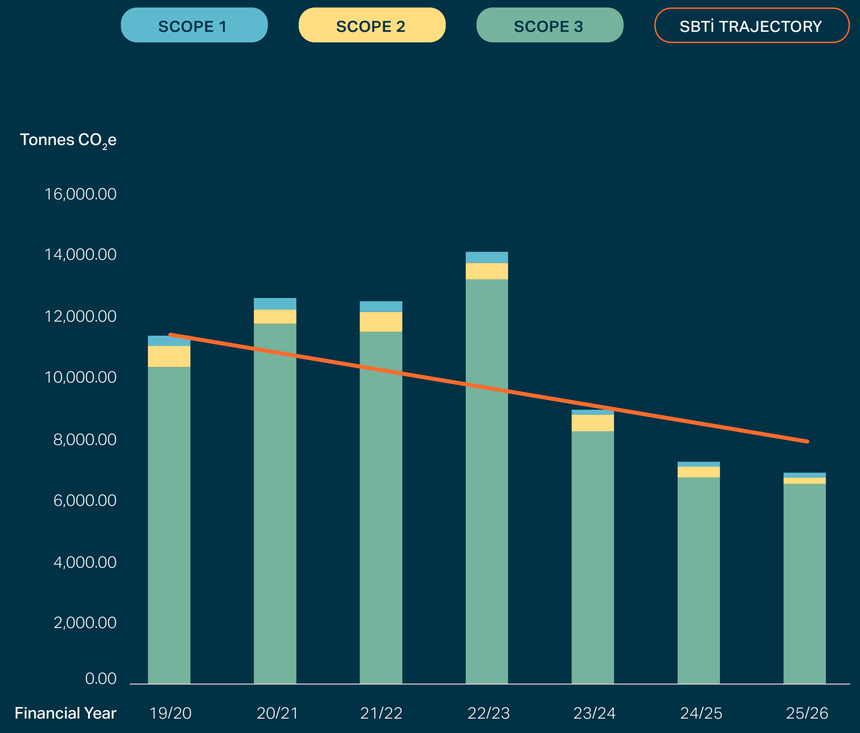
39% reduction compared to our baseline year (FY19/20). ☑

13% below our required SBTi trajectory. ☑

1 Data verified with a 'limited' level of assurance for relevance, completeness, consistency, and transparency, and for conformance with the requirements of the GHG Protocol standards on 27 July 2026 by Fishwick Environmental Limited, using ISO 14064-3:2019 as a verification standard.

Annual Total Greenhouse Gas Emissions

(including location based[2] Scope 2)



2 Following the GHG Protocol, we calculate our Scope 2 emissions using market- and location-based methods. Here, we have published the location-based result as it gives us a higher degree of ownership and accuracy of our Scope 2 emissions compared to the market-based method, which would be reportable as zero-carbon due to our purchase of Renewable Energy Certificates.

SCOPE 1

Direct owned or controlled emissions

Our Scope 1 emissions rose 3.6% this year, driven by slightly higher gas consumption at our London and Reading offices. Despite this increase, gas consumption across our estate remains more than 50% below our 2020 baseline, largely reflecting our 2023 move to a new Bristol office that does not use gas for heating or hot water.

SCOPE 2

Indirect emissions from purchased energy

This year, we reduced our emissions from purchased electricity and district heating by 36% and 80% respectively, contributing to a 70% reduction in Scope 2 emissions since 2020. Electricity consumption remained consistent with last year, meaning this reduction is driven by the UK grid sourcing a greater share of energy from renewables, rather than any change in our own usage. Our Bristol office, Halo, is one of 35 buildings connected to the Bristol heat network. District heating emissions dropped sharply this year, reflecting falling emission factors as the network increased its uptake of air-source heat pumps.

SCOPE 3

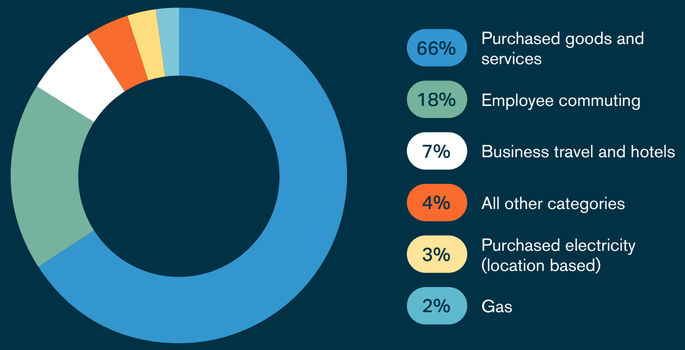
Indirect emissions that occur in our wider value chain

We reduced our Scope 3 emissions by 2% in purchased goods, upstream transport, and capital goods emissions due to lower spending and more primary data, which increased reporting accuracy. We actively reduced our business travel emissions by 29% compared to last year, thanks to the success of the firmwide rollout of our business travel carbon budget. Since 2020, we have reduced our Scope 3 emissions by 38%.

GREEN WEB FOUNDATION

Our Scope 3 calculation now includes emissions related to our use of AI. This year we added the AI platform, Legora, and other AI tools to the suite of technology used by our lawyers. Knowing that generative AI will be a growing contributor to our carbon footprint, we have been working with the Green Web Foundation to understand our AI emissions and identify ways to build responsible use habits through training and technical measures.

Our full emissions breakdown FY25/26



A more detailed breakdown of our emissions is available in the appendix.

Work is underway to respond to the new SBTi Corporate Net Zero Standard version 2.0, as we continue to work towards our near-term and long-term targets. We are keeping a close watch on the updates to the Greenhouse Gas Protocol Corporate Standard, including their alignment with the International Organisation for Standardisation (ISO) to create one harmonised global carbon accounting standard. We are also closely monitoring the UK Sustainability Reporting Standards to adopt best practices and understand future reporting responsibilities.

The firm is exploring a carbon removals strategy in response to new AI emissions and expected increased business travel as the firm becomes more international in focus. Our approach will align with the new Ongoing Emissions Responsibility framework included in the SBTi Corporate Net Zero Standard version 2.0.



It's pleasing to see the firm continue to increase its sustainability focus. There is a genuine willingness to invest, which is reflected in the growth of the Responsible Business team. I see this commitment as critical for both our firm and our clients too.

Giles Jones
Chief Finance Officer

Rolling out our business travel carbon budget firmwide

Last year, our Projects, Real Estate and Finance practice group piloted a successful business travel carbon budget. This year, we rolled it out across the firm, allocating each Practice Group and all Business Services teams a budget based on their typical travel patterns.

The goal is not to stop our people travelling; it is to grow awareness and accountability for the decisions we make and reduce our travel-related emissions by 5% each year to help us achieve our net zero target by 2040.

To assist our teams, we shared our top tips for staying within budget which included:

1. Plan ahead.
2. Be mindful – ask yourself if travel is necessary.
3. Choose meeting locations close to railway stations, Osborne Clarke offices, and client offices.
4. Consider staying overnight to incorporate meetings into one trip, rather than making multiple trips in a given period.
5. Don't overlook rail travel for longer journeys.
6. Be open to car sharing.
7. Incorporate active travel where possible (walking / cycling).

Our travel in numbers

The average employee travelled 3,100km this year with an average carbon intensity of 327kg CO_2e per person. This is equivalent to the emissions of one return flight from London to Paris.

Year-on-year we booked 14% fewer hotel and travel trips.

We have roughly doubled our Eurostar travel, and flights to Northern Europe have decreased by 22%. This shows that people are opting for rail travel more often.

Challenges and learnings

Motivating teams to take part was easier than expected thanks to leadership advocacy and to running our upskilling programme, including Carbon Literacy courses, in parallel to the budget initiative. Our challenge in the year ahead is to more closely connect our carbon emissions to expenditure, and to automate and improve our reporting to business leaders.

The rollout was successful, and we came in **13%** under budget.

Expanding Carbon Literacy training

Our two Carbon Literacy goals this year were to:



Achieve 25% of colleagues certified as Carbon Literate.



Hold our first external Carbon Literacy training session for suppliers.



For more information on the project, visit the Carbon Literacy Project.



Speak Carbon CIC is our delivery partner, working closely with our five Osborne Clarke Carbon Literacy trainers.

Training our colleagues

We continued to provide Carbon Literacy training internally and, since launch, have trained 383 of our people. At the end of April 2026, 19% of our current headcount was certified Carbon Literate. We fell short of our 25% target and can attribute this to three factors:

1. Starting from 15% at the end of FY24/25 and aiming for 25% was an ambitious target.
2. New joiners increased, and some trained people left the firm.
3. Training isn't mandatory, and business priorities meant some teams did not have the capacity to participate this year.

Training our suppliers

In January, we held our first supplier Carbon Literacy training session, using our experience and resources to increase our suppliers' understanding of the climate crisis and empower them to take action. We were joined by representatives from three suppliers who specialise in IT infrastructure and services.



I found the Carbon Literacy course to be both informative and engaging. It was particularly interesting to hear different perspectives from professionals across the industry and understand how they are approaching similar challenges within their own organisations. It raised awareness of important issues, and I would recommend this course to others.

Benjamin James
Client Director and Team Leader
Softcat

Responsible business and AI

Whilst we have been using AI across the firm for several years, we are now in the process of growing our use of generative AI. This has accelerated our work to define and deliver our AI infrastructure and governance strategy in order to maintain our commitment to meeting both client expectations and our sustainability promises.

Founded several years ago, our international AI Management Board (AIMB) is responsible for creating and overseeing the delivery of our international AI strategy, including its impacts on our data, service delivery, and broader opportunities. It also manages the inherent risks of using such emerging technology.

By 2030, we aim to achieve a measurable uplift in cybersecurity maturity across the UK business, with critical risks identified and remediated and a clear security architecture in place. The firm will work towards ISO/IEC 42001:2023 certification (ISO Responsible AI Governance).

In summer 2026, we launched an AI Hub for colleagues. It is home to our AI tools, training modules that explain how to use them effectively, case studies, and information about our local AI ambassadors. The AI ambassadors generate enthusiasm for, and engagement with AI, share their knowledge with colleagues, and help answer AI queries from peers.

Independent Accreditation

Part of being a responsible business means subjecting our practices to independent scrutiny. This year, we expanded our external accreditations to include ISO 14001 (environmental management), alongside our existing certified management systems for quality (ISO 9001) and information security (ISO 27001). We also welcomed an independent audit from Achilles UVDB (looking at our systems, policies, and processes). This strengthened our ability to monitor relevant risks and giving our clients confidence in our standards.



Operating in a regulated space, we are naturally taking a very strong stance on AI to stay as ahead of the game as possible, mindful of our focus on providing the best service to our clients and the best tools to our people. By demonstrating a robust approach to AI governance, we aim to deliver reassurance as well as differentiation in our outputs.

Increasing the volume of AI-related policy has been a necessary part of the process. We are now preparing for agentic AI to be embedded within our systems, where it will enhance all operations and processes for value creation and problem solving. This will see us shift from policy-based to systemic levels of control. Executed correctly, our strategy combining AI and our human capital will not only streamline working practices at Osborne Clarke, elevating the point of human interaction; it will give us a competitive edge, allowing us to maximise value for our clients.

I see this as a fascinating time for junior lawyers to join the firm, where much of the review work is machine driven, allowing them more time to develop and apply their judgement, skills and creativity, ultimately delivering more insight and value.

Dan Wright

Chief Innovation Officer
Member of the AI Management Board

Extending our positive impact through our client work

Whilst taking responsibility for reducing our operational carbon footprint, we also seek to have a positive impact through our legal advice. Our work with clients includes advising on energy transition infrastructure, biodiversity and natural capital projects, and corporate sustainability and ESG regulations.

Supporting the energy transition

In April 2026, Osborne Clarke sponsored *A Second Wind: Unleashing the potential of repowering*, a white paper produced by energy transformation advisers, Regen, and renewable energy operator, Nadara.

The paper examines why repowering existing onshore wind farms in Great Britain remains slower and harder than it should be. It sets out the changes needed to planning rules, regulation, energy markets, and land-use policy, and identifies where early action and positioning could give developers and operators a competitive edge.

We have advised the UK's onshore wind sector for more than 30 years, from the UK's first commercial wind farm at Delabole, Cornwall, in 1991, to its repowering two decades later in 2011. Since then, our Energy team has advised on renewable generation projects with over 10 GW of capacity internationally (equivalent to the energy required to power more than 8 million UK homes annually).

This white paper speaks directly to that experience. As more of UK's onshore wind fleet approaches the end of its operational life, clients face increasingly complex decisions on decommissioning, life-extension or repowering. With such decisions subject to shifts in planning rules, regulation, energy markets, and land-use policy, our advice has a material impact on outcomes.

Supporting investors in nature restoration

In the last year, lawyers from our Financial Institutions Group acted on behalf of The Archbishops' Council and Esmée Fairbairn Foundation, advising on their investment into the Big Nature Impact Fund. Our work included a review of the Fund's key legal documents, advisory services covering key legal issues, and a review of additional terms with recommendations. The Fund, which raised £65m at its first close, is a first of its kind, blending public and institutional investments to finance woodland creation, peatland restoration, and other habitat creation. Its activities will generate long-term revenues for investors from the sale of carbon credits and biodiversity units through the Biodiversity Net Gain regime.



Legal 500 Europe Green Ambassador

Matt Germain, Partner and Head of our Environment and Sustainability practice in the UK, was named as a Legal 500 Europe Green Ambassador. He received this accolade in June 2026, in recognition of his role helping shape best practice, driving decarbonisation and working to achieve wider sustainability goals at Osborne Clarke.

Over the last five years, Matt has driven improvements to the firm's own sustainability governance. He has chaired our Sustainability Steering Group since its creation in 2021, informally champions the work of the climate-focused employee network, OC Planet, and co-leads our international ESG and Sustainability practice. This group of lawyers spans our international offices and supports some of our largest clients as they navigate the complex global risks and opportunities presented by corporate sustainability.

Future plans

- Strengthen our governance structure to integrate responsible business considerations in all business decisions.
- Conduct a double materiality assessment in 2026/27 to consider how we can best positively impact society and the environment and how social and environmental issues affect Osborne Clarke.
- Continue to reduce emissions in line with our near-term 2030 reduction targets.
- Build on the business travel carbon budget by introducing carbon pricing and allowing carbon trading between teams who need extra, or have surplus, budget.
- Work towards 25% of colleagues trained in Carbon Literacy by April 2027.
- Prepare for our transition to SBTi Corporate Net Zero Standard version 2.0.
- Continue to focus on energy transition clients and increase our ESG advisory work.

A good employer

Summary of progress

Diversity and inclusion

Wellbeing

Future plans



Summary of progress

Began offering ‘affinity meetings’ (as appropriate) for job candidates to meet with colleagues with similar lived experiences and backgrounds during their recruitment process.

Increased the diversity of our coaching pool and the uptake of coaching among minoritised ethnic colleagues through targeted communications to the OC REACH network.

Launched the ‘Leader as Coach’ programme to provide junior colleagues from underrepresented backgrounds with sponsorship and skills development opportunities delivered by Circl, an external leadership coaching and development partner.

Integrated wellbeing data and insights into our HR data dashboard to help leaders identify and respond to trends in their teams.

Completed delivery of our Smart Performance programme, covering tips for maximising focus time, giving and receiving constructive feedback, and managing email effectively.

What does it mean to be a good employer?

At Osborne Clarke, we want our people to thrive in a high-performing environment.

This means creating a diverse and inclusive firm and a healthy and enriching working environment which recognises the importance of wellbeing. This ambition is founded on our belief that inclusion and wellbeing are critical to delivering a business fit for the future.



Diversity and inclusion

Race and Gender Action Plan updates

Our Race and Gender Action Plans are designed to ensure gender and race inclusivity throughout our decision-making and to address the gender and race imbalance in senior positions.

Progress against 2025 partnership targets

WOMEN

27.3% achieved

30% target

MINORITISED ETHNIC

6.7% achieved

6% target

We fell short of our target to reach 30% representation of women in our partnership this year. As well as insufficient recruitment of women, there was also some attrition which meant earlier progress towards this goal was reversed. We take this seriously and we are committed to tackling barriers faced by women in the profession.

Ranked 7th
Social Mobility Employer Index 2025



Climbing the ranks in the Social Mobility Employer Index

Enabling social mobility has been a long-term priority for Osborne Clarke. This was recognised externally by our ranking seventh in the 2025 Social Mobility Employer Index (SMEI), entering the top ten for the first time. This was a jump of 12 places from the firm's last position in 2023.

We were recognised for:

- Reporting our class pay gap since 2024 and taking a data-driven approach to our diversity and inclusion strategy.
- Developing socially mobile junior talent within the firm through our solicitor apprenticeship programme, which provides accessible routes into law.
- Reaching out to students, particularly through The Bridge, a programme that bridges the gap between education and the world of work by providing structured careers and employability sessions, work experience opportunities, and office visits for secondary school students from underrepresented backgrounds.

We are a Stonewall Proud Employer

In March 2026, Osborne Clarke was recognised as a 'Leader' in the Proud Employers accreditation by Stonewall, the UK's leading charity supporting organisations in creating LGBTQ+ inclusive workplaces.

Stonewall was particularly impressed with the impactful initiatives run by the OC Pride network to engage with and empower allies, and their recognition of intersectionality through collaborations with other networks. They also acknowledged the visible support and engagement of senior leaders at LGBTQ+ events and inclusion training, and the firm's investment in inclusive health benefits, particularly our fertility and transitioning support.

Gold sponsor of the Global Counsel Forum SuperPower Summit

Our gold sponsorship of the Global Counsel Forum's (GCF) 2025 SuperPower Summit supported our commitment to addressing the gaps in representation of Black and underrepresented people in the legal profession. 13 colleagues, from solicitor apprentice to partner level, and four guests from our clients' in-house legal teams joined more than 400 attendees in a space built by GCF specifically to connect, develop, and champion Black talent, with an understanding of their lived experience and the barriers faced.

> *From the moment I arrived, the immediacy of belonging was extraordinarily powerful. The summit gave me a space to be seen, and I came away feeling empowered and motivated to demonstrate the value I bring to Osborne Clarke.*



Daliah Haughton
Senior Associate



Employee network highlights

Our employee networks are vibrant, visible and active groups that celebrate and support the diversity of people at Osborne Clarke. Through the activities they organise they challenge and inspire us to strengthen our inclusive working environment. Please see Employee-led Action appendix for further detail about our employee networks.

A selection of the network activity is shared below:

2025

MAY

Mental Health Awareness week events.

Held guided nature walks from each office in support of Mental Health Awareness Week.

JUNE

Named Network Group of the Year at the British LGBT awards.

OCTOBER

Ran lantern-making and mandala rangoli creative workshops for Diwali.

Launched the 'Sunflower Scheme' offering sunflower pins, bracelets, and lanyards to people wishing to discreetly signal an invisible disability or long-term condition they might need more understanding or support with.

Teamed up with catering supplier BaxterStorey to host cooking classes and tasting sessions with a Nigerian chef in Bristol and London to celebrate Black History Month.

Hosted an evening with David Olusoga, who shared forgotten and hidden stories from British history that shape our society.

NOVEMBER

Celebrated Carers' Rights Day with a ‘Hidden Heroes’ campaign to recognise colleagues who balance their day job with caring responsibilities outside of work.

Co-hosted a discussion with OC Gender for International Men's Day on how men navigate paternity and shared parental leave, flexible working, and caring responsibilities.

Hosted the Legal Neurodiversity Network winter social, bringing together people from over 90 organisations with a shared goal of building a more neurodiversity-friendly legal sector.

Hosted a Development Breakfast using story-telling to explore how to drive inclusive leadership and social mobility through employee networks.

2026

FEBRUARY

Celebrated LGBTQ+ History Month with ‘Drag me to the Cabaret’ celebrations in each office.

MARCH

Held iftar gatherings for colleagues of all faiths (or none), inviting colleagues to share a meal to break the fast during Ramadan.

Shortlisted in the category Outstanding LGBTQIA Network of the Year at the British Diversity Awards.

OC Age | OC Gender | OC Mind and Body | OC Planet | OC Pride | OC REACH | OC Social Mobility

Disrupting everyday gender bias

Our OC Gender network hosted an International Women's Day event with acclaimed author, Mary Ann Sieghart.

Her book, *The Authority Gap: Why Women Are Still Taken Less Seriously Than Men, and What We Can Do About It*, provided the foundation of a fireside chat with the author. An international panel including Grace Ang-Lygate (Senior Business Development Manager, UK), Vinciane Rysselinck (Senior Counsel, Belgium), and Dr Nanni Spitzer (Partner, Germany) spoke with our International CEO, Omar Al-Nuaimi, about their experiences of gender bias and explored actionable solutions for championing workplace equality and practising active allyship at all levels of an organisation.

Using storytelling to drive inclusive leadership

In November, the OC Social Mobility network hosted a Development Breakfast for more than 60 participants, including clients and charity partners, in collaboration with The Story Lab. The event combined the power of storytelling, psychology, and coaching, and was dedicated to driving inclusive leadership and social mobility through employee networks. It featured the stories of inspiring leaders, including:

- **Isabelle Parasram OBE**, CEO, Institute of Social Value.
- **Nilesh B Dosa MBE**, Founder, icanyoucantoo, and leader in social equality at EY.
- **Dr Michelle Westwood**, Chief People Officer, Osborne Clarke.
- **Daniel Cashmore**, Partner, Osborne Clarke.



Omar Al-Nuaimi
International CEO

I found it powerful to hear the views from our panel. In particular, how the examples present themselves in real life and the workplace for women. I think men (and others in positions of power) simply being aware of the Authority Gap would make a huge difference. I'm now even more on the lookout for it than I was before, and I am convinced those of my colleagues who attended the session feel the same. It was a powerful event and great to be able to share it with some of our clients too.

Amanda Sloan
Co-founder, The Story Lab

Sustainable inclusion starts with a leader's own story. Our powerful Development Breakfast with Osborne Clarke demonstrated how personal narratives drive equity – turning inclusion values into practical leadership practices through a facilitated safe space, guided reflection and open dialogue.

Understanding different lived experiences

The OC Book Club was created in 2024 to complement our Inclusion Allies programme. Its success meant that it has continued this year. The books, chosen by a different OC employee network each quarter, help us understand different lived experiences, identities, and perspectives.

This year we've read:

- **The Guncle** by Steven Rowley, chosen by the OC Pride and the Family and Carers networks. The story follows 'Gay Uncle Patrick' as he becomes guardian of his young niece and nephew after a family tragedy.
- **Brit(ish)** by Afua Hirsch, chosen by OC REACH, a part-memoir that discusses Black history, culture, and politics in the context of Britain, Senegal, and Ghana.
- **Poor** by Katriona O'Sullivan, chosen by OC Social Mobility, which recounts Katriona's experience growing up in poverty in the UK and Ireland. It describes how she became an award-winning academic whose work challenges barriers to education.
- **The Authority Gap** by Mary Ann Sieghart, chosen by OC Gender. Supporting our International Women's Day event in March, this book uncovers the unseen bias at play in our everyday lives, revealing the scale of the gap that persists between men and women.

> *The OC Book Club has connected colleagues across teams at all levels on subjects that matter most to our communities. Rotating book choices from our networks has created space for increased awareness around diversity and inclusion and has built relationships between book lovers across the firm.*



Leanne Wright
Partner



Improving agility, diversity and confidence

At Osborne Clarke, we have a strong culture of learning and development, based on our belief that people need access to the right development at the right stage in their lives and careers. Our coaching programmes take a short-term, structured, and goal-oriented approach, delivered by qualified coaches to support colleagues in reaching their potential during points of career transition or when navigating change. Mentoring relationships span longer timeframes than coaching and typically involve a mentor sharing their knowledge and experience to support a more junior colleague with their development.

Coaching and mentoring are embedded in all our learning offerings, with a few of the key initiatives highlighted below.

Internal mentoring

Our internal mentoring programme is open to everyone at the firm. It is facilitated by our People Development team, who match mentors and mentees and deliver guidance on how to structure the mentoring relationship. They have matched over 300 pairs in the last two and a half years, with positive testimonials from mentees reporting that the experience has broadened their network, grown their understanding of the wider firm, boosted their confidence, and helped them with their career progression.

Neurodiversity coaching

In August 2025, we introduced neurodiversity-specific coaching through external partner, Thriiver. Coachees followed a programme of facilitated sessions, including optional co-coaching sessions with their line manager.

> *Working with Thriiver has really helped change my perception of my ADHD for the better. I've been able to work on my confidence and self-advocacy. Knowing what to ask for and understanding how simple adjustments can help my day-to-day functioning has been really validating. I've noticed I can start tasks more consistently or at least recover quicker if I get derailed, which has started to help keep me at a more sustainable pace and ultimately avoid burnout.*
>
> **Coachee** (anonymous)

> *I've seen a tangible shift in my team member's confidence, focus and ability to manage workload since they began their neurodiversity coaching. They're clearer on what they need to perform at their best, which has made our conversations about support and adjustments more productive. Attending the co-coaching session really helped me to understand how I can offer better support and ensure there is an ongoing conversation around neurodiversity in our regular catch ups.*
>
> **Line manager of coachee** (anonymous)

Family leave coaching

This year, we enhanced our family leave coaching for colleagues taking extended parental leave by introducing an additional fourth session two weeks after their return to work. This gives the coachee and their line manager a dedicated opportunity to check in. Colleagues who took part said the coaching gave them useful strategies and fresh perspectives on their return, helped them make the most of their keeping-in-touch days, and made the transition back to work more comfortable.

Associate Development Programme

When a junior lawyer qualifies as a solicitor, they transition from the shared experience and structure of a trainee cohort into a more independent phase of their career. Recognising this important step and wanting to support their development, our Associate Development Programme is designed to equip them for this transition. It starts with an NQ (newly qualified) day to celebrate their qualification and hear from speakers across the firm on relevant topics, such as what business development looks like for an associate. The programme then connects the delegates with a mentor in their office. Bi-monthly webinars support their commercial awareness and career progression and include masterclasses on delegation, mailbox management, commercial management of client work, and using LinkedIn.



> *It's a real privilege to work with our lawyers at this pivotal point in their careers. At this juncture, they're navigating new expectations, fresh opportunities to build their reputation and growing commercial responsibility, so our focus is on creating space for honest reflection, practical skill-building, and providing tailored support. Seeing them grow in confidence and clarity about the kind of lawyer and colleague they want to be is one of the most rewarding parts of my role.*
>
> **Eve Davis**
> People Development Manager

EmpowerHer

Last year, we launched a three-part programme designed to empower women at senior associate and associate director level.

1. **October 2025**
   Participants attended a development day with external speakers and an internal panel discussion with our Head of Responsible Business, partners, and legal directors.
2. **December 2025**
   Participants shared reflections from the development day in small groups facilitated by a partner or legal director.
3. **January, February, March 2026**
   Three group coaching sessions were led by external facilitator, Sunita Harley, and associate coaches from Collective Insight.

Participants appreciated hearing the reflections from their colleagues, found it valuable to have a safe space to learn and share, and welcomed the opportunity to work with an external facilitator, which made it easier to share and find ways of solving their challenges.

Spotlight on the Circl programme

The Circl x Osborne Clarke 'Leader as Coach' programme is a leadership coaching and development course facilitated by external coaching company, Circl. It brings together junior colleagues from backgrounds currently underrepresented in leadership and our senior leaders. Being paired as equal coaching partners, future leaders and senior leaders learn to lead with clarity, adaptability, and impact.

The twelve-week syllabus is designed to develop inclusive, people-first leaders who foster trust, belonging, and a culture where everyone feels seen and heard.

Anika Chandra, a Tax Partner and OC REACH network champion, and Milly Brown, a Trainee Solicitor and host of the Law Beyond Limits social mobility podcast, were paired on the first Circl cohort last year.



Milly Brown
Trainee Solicitor

The programme was well structured and provided a lot of valuable self-reflection. It taught us new and interesting techniques and forced us to examine ourselves and address our challenges. One of my biggest learnings was around active listening. It's changed the way I communicate. I'm no longer preparing my answer whilst someone's talking to me, and I am seeing the benefits every day. This is exactly the kind of learning that opens doors and changes the way we communicate. The skills we've learned naturally seep into our day-to-day communications and have resulted in more positive, meaningful and helpful conversations with colleagues. I'm grateful to have been paired with Anika. Despite our differences in age, background, and career level, we get on so well. I have made a real friend, and I know her door is always open.



Anika Chandra
Partner
OC REACH network champion

Senior leaders can get stuck in their ways so it was wonderful to join this programme and be challenged to think about how I come across. My biggest takeaway was my increased sense of self-awareness. I've learned to pause more often, read the room, and take my cue from there, rather than leading from the start. This was uncomfortable to begin with but I'm learning to trust myself more and it's becoming easier. The programme is a great step toward supporting colleagues of any level to have conversations in a different way. Circl has also given me the opportunity to meet someone from another part of the firm and get to know them deeply. I've valued my time with Milly enormously and have been amazed at how much we've both progressed.

Wellbeing

This was the final year of Osborne Clarke's first three-year wellbeing strategy. The strategy's overall aim was to provide a working environment where people feel they belong, understand expectations, can be happy and healthy, and are able to achieve great things for their careers, our clients, and our business.

Over the course of our strategy, we've successfully delivered on the strategic priorities we set at the outset, driving measurable improvements across the firm:

Consistent measurement of firmwide wellbeing and psychological safety scores have driven positive working practices and helped us identify opportunities for improvement at department and team level.

All departments originally identified as higher risk for wellbeing have now moved out of that bracket, with psychological safety remaining high across the firm. Wellbeing remains a priority for our Executive and Operations Boards, supported by both an Executive Board Wellbeing Champion and Sponsor.

Leaders have shown increased accountability for how their people are feeling at work and have taken targeted actions to drive higher wellbeing in their teams. Supportive line managers are now a top driver of positive wellbeing.

Four modules on sustainable working practices – meetings, focus time, feedback, and emails – have been delivered. Limited references in the latest pulse survey to email traffic and meeting culture as negatively affecting colleagues' wellbeing signal a shift in how we work.

Created clearer progression routes for Business Services colleagues, so colleagues are more energised and engaged to do their best work and feel their contributions are better recognised.

Strengthened support for colleagues at key 'moments that matter', by offering dedicated coaching to those returning from long-term leave.

Increased our focus on preventative health, addressing our colleagues' key health risks. Alongside this, we expanded our range of in-office fitness classes. Colleagues have reported an improvement in wellbeing as a result and the classes are helping to build stronger social connections at work.

Our approach to employee wellbeing is integral to how we manage risk and deliver for our clients. In a complex, fast-moving legal environment, sustained high performance depends on people who are healthy, engaged and supported, not simply working harder for longer. That is why we treat wellbeing as a core governance issue. We use firmwide surveys, local pulse checks, and open feedback to identify pressure points early, and we expect leaders to act on that data. By investing in psychological safety, sustainable workloads, and inclusive cultures, we not only reduce the risk of mistakes, absence and burnout – we create the conditions for better judgement, stronger collaboration, and consistently excellent service to our clients.



Craig Jones
Director of Risk and Compliance



OC Choir

This year, new choirs in London and Bristol offices were established. They meet weekly, allowing colleagues to connect with one another and experience the wellbeing benefits of singing as a group in a relaxed environment. The London choir performed at the office Christmas get-together in December.

Sports and Fitness

Colleagues told us in the wellbeing pulse surveys that easy access to exercise matters to them. We booked instructors to come to our offices to provide exercise classes and personal training. In addition, a number of employee-led sports clubs increased in popularity this year, including cricket, netball, football, and rugby, as well as lunchtime run clubs. These offer our people opportunities for enhancing both physical and social wellbeing at work.

Case Study

Building a culture of wellbeing in the Change and Transformation team

When Osborne Clarke's Director of Change and Transformation, Alison Bilgin, reviewed her team's Have Your Say and Wellbeing Pulse survey data, she used the findings as a springboard to reinforce wellbeing in the face of a demanding work schedule.

Guided by the philosophy 'the team owns the team', she shared survey outputs transparently with the team. Near 100% survey participation and a culture of openness and honesty allowed for easy identification and discussion of pressure points around long hours, inclusion, and social connection.

Supported by team leadership and their HR Business Partner, a voluntary group of team members translated this feedback into concrete changes:

Social connection and inclusion

The group designed a diverse, early-planned social calendar, with events that did not centre on alcohol (including joint socials with other departments), to ensure everyone could participate comfortably.

Workload and hours

The team openly addressed work intensity, redistributing work during peak periods and normalising clear boundaries, so sustained performance did not come at the expense of health.

Communication and visibility

Improvements included introducing monthly team meetings as well as a Change and Transformation newsletter covering work, social, and wellbeing content, which helped close the loop between staff feedback and leadership action.

Health, environment, and purpose

The department maintained lower-carbon behaviours and ran inclusive wellbeing challenges such as 'clean commuting' and 'let's get moving' via Strava, to bring the team together and link wellbeing to climate and community impact.

The result has been low short-term sickness, consistently high energy scores, and strong psychological safety, even during intense delivery phases. This data-led, team-owned approach now underpins future priorities for the Change and Transformation team, such as a review of how AI can best be used by the team to drive productivity without burnout. Colleagues are also now applying their learnings to their work with the wider business, looking at how they can build wellbeing considerations into the change projects they oversee for the firm.



Abi Parker
Change Manager

I've been at Osborne Clarke for around 18 months, and I really value being part of such a collaborative and supportive team. Our department embraces different skills and personalities, and senior leadership actively backs a positive, inclusive culture and encourages meaningful team-building initiatives. We strike a great balance between working hard, enjoying what we do, and building strong relationships, which makes for a happy and motivated team. Our department newsletter helps us get to know colleagues better, and this month's 'move more' challenge encourages lunchtime walks, some friendly competition and bonus points for commuting sustainably.



Jack Cook-Dannan
Senior Project Manager

I have been a member of the Change and Transformation team for over three years now. Our 'team leads the team' culture has been ever-present and has led to the creation of social and cultural events. Highlights have been afterwork socials, quizzes, and walking lunches. One of the biggest cultural wins for me is the autonomy we are given. I know I have the support I need but am empowered to tackle work the way I see fit. This combined with the camaraderie makes Change and Transformation a brilliant team to work in.

New colleague benefits

We are continually reviewing our benefits to invest in and support our people through important decisions and life stages. This year, we have added some new benefits and improved others:

- New cancer screening partnership with Reframe Cancer to promote earlier detection of cancer and expedite access to care for better outcomes.
- Our new health assessment provider, Bupa, offers greater capacity, more advanced clinics, and more tailored assessments.
- Improving our preventative health measures led us to organise 132 mini health assessments and 254 flu vaccinations across our three UK offices during Autumn/Winter, all company funded.
- Octopus EV is our new car leasing provider. They offer colleagues competitive prices on electric vehicles, a free home charger, and discounts on solar and energy tariffs.
- We have increased the amount colleagues can borrow to buy a bike from £5,000 to £7,000 to enable the purchase of electric bikes and accessories.
- OC is now working with Octopus Legacy to fund the writing of a simple will, offer a discount on more complicated wills and provide bereavement support for all employees and partners.
- We have added new adult care services by KareHero to support colleagues who care for family members.

We publish a full list of employee benefits on our website.



Future plans

- Maintain our commitment to diversity, inclusion and wellbeing by continuing to run embedded initiatives including our CircI and Reverse Mentoring programmes.
- Deliver the next wellbeing strategy, a continuation of the work carried out to date.
- Use the double materiality assessment to help us determine and prioritise future diversity and inclusion work.

A good corporate citizen

Summary of progress

Partnerships and programmes

Future plans



Summary of progress

Delivered 5,893 hours of pro bono work, worth £3.8m (based on standard hourly rates).

Volunteered 2,960 hours of time to key projects.

Distributed £275,000 to local causes.

Successfully brought management of The Bridge programme in-house and updated the content and materials to better meet the needs of the schools we support.

Worked on a variety of pro bono projects aligned to our impact themes, supporting charitable causes and providing opportunities for our teams to broaden their scope of work.

What does it mean to be a good corporate citizen?

We want to use our skills, expertise, and resources to make a lasting, positive impact on society, particularly in our local communities.

We focus our actions on four social impact themes:

- **Access to Essentials**
  addressing urgent needs in our local communities.
- **Access to Opportunities**
  removing barriers and enabling social mobility for marginalised groups.
- **Access to Justice**
  using our legal skills to address inequality.
- **Access to Nature**
  investing in nature recovery, access to nature, and climate change education in our local communities.



Partnerships and programmes

The Bridge

Improving access to opportunities is at the heart of our flagship education outreach programme, The Bridge. This year, we brought delivery of The Bridge in-house after four years working with a delivery partner. Collaborating with schools and colleges in lower socioeconomic areas in our three office locations of London, Reading, and Bristol, volunteers from Osborne Clarke facilitated employability skills workshops, work experience, visits to our offices, and business challenges that help young people shape their futures.

Our action in numbers

- Supported **three secondary schools** (The Wren, City Academy Bristol, Bobby Moore Academy) and **one college** (St Brendan's Sixth Form College, Bristol).
- Delivered **14 workshops** to **500 pupils**.
- Attended **three careers fairs**.
- **12 sixth-form students** joined our in-person work experience programme.
- **70 students** attended Osborne Clarke workplace visits.
- **60 volunteers** engaged from Osborne Clarke.
- Over **100 volunteering hours** invested.

The Bridge programme has had a hugely positive impact on our students and is gathering momentum, with a record 96 students attending this year's launch session. The programme was designed to have 26 places, which Osborne Clarke extended to 37.

The firm also responded to our request to update the programme this year to make it more relevant to our sixth-form students. Now, our students are more informed than ever about their options and how to approach the application process. This was the most impactful year yet, with seven of our students winning places on apprenticeship schemes compared to one last year.

We are so grateful to Osborne Clarke for their time and expertise. The students, many of whom come from diverse backgrounds, leave the sessions more motivated, engaged, and knowledgeable about what a career in law entails.

Emma Rehbein
Careers and Employability Manager
St Brendan's Sixth Form College

Pro bono projects

Working pro bono allows our legal and business services teams to apply their expertise to support organisations aligned with our focus areas, while delivering meaningful assistance to those who need it most.

ACCESS TO ESSENTIALS

Fighting hunger and tackling waste

FareShare South West rescues in-date surplus food from the food industry and redistributes it to local charities. To expand their impact and meet rising needs, they were seeking new premises. Our Real Estate team provided legal support for their bid to secure a new multi-year lease at a larger, more fit-for-purpose hub in Plymouth.

ACCESS TO NATURE

Supporting biodiversity

The Construction, Planning and Environment team provided legal support to help Avon Needs Trees with the agreement to purchase Wick Farm. They also supported the submission of their application to register for Biodiversity Net Gain credits, the sale of which provides vital funding for the project. Our support to this project extended beyond pro bono to donating funds and volunteer time.

ACCESS TO JUSTICE

Protecting fundamental human rights

The Rule 39 Pro Bono Initiative, created and run by Dr Daria Sartori at Pro Iura, harnesses the expertise of Pro Iura's human rights lawyers and pro bono lawyers from nine law firms to secure human rights protection for vulnerable foreigners in Europe. This year, Osborne Clarke referred an urgent case to the project, involving a person at risk of facing the death penalty, or imprisonment and torture, if deported. We provided an associate who helped secure emergency protection for the individual from the UN Committee Against Torture.

The case involved tight deadlines and required a very high-quality submission. The positive result meant the person was immediately released from detention and had their deportation order cancelled.

Supporting victims of terror attacks

Survivors Against Terror (SAT) is a charity co-founded by Brendan Cox, the husband of the late Jo Cox MP, that supports the victims of terror attacks and their families.

A 2021 report found that 59% of survivors of terror attacks had experienced media intrusion.

This led SAT to instruct our Commercial Disputes team, on a pro bono basis, to advise on producing a voluntary code of conduct for the media to follow when reporting on terror attacks. This required us to draw upon our knowledge of media law, regulatory codes, and the UK media landscape, to produce realistic guidelines to help the media strike a balance between protecting the privacy and grief of victims whilst producing responsible public interest journalism.

The team worked with SAT in advising on and drafting the guidelines and incorporating feedback from the media and police.

The guidelines, titled *Guidance on Media Reporting of Terror Attacks*, were published to coincide with the 20th anniversary of the 7/7 bombings. Upon the launch of the guidelines, Neil Basu, former Head of Counter Terrorism Policing, expressed hope that "every media organisation adopts them" and Lloyd Embley, former Editor of the Daily Mirror/Sunday Mirror, said that they will become "essential reading for every journalist".

I am profoundly grateful to the Pro Iura team and all the Rule 39 volunteers who supported my urgent Convention Against Torture application. At a time when I was facing imminent deportation and felt that every domestic door had closed, your work gave me protection, dignity, and hope. The interim measures in my case are not just a legal outcome to me – they mean safety, time, and the chance to be heard. Thank you for standing with me when it mattered most.

Pro Iura Rule 39 client (anonymous)

It's been the honour of my life to work on this case. Osborne Clarke has been an incredible ally since our creation in 2021. At the beginning it was a leap into the dark, but they are always open to finding solutions and demonstrating the collaborative spirit that has made this initiative possible.

Daria Sartori PhD
Co-founder and Director
Pro Iura

Charitable donations

We support organisations across our social impact themes by raising and donating money to charitable organisations that have the knowledge and ability to help those in need. We do this in three different ways: through a strategic charity partner, via the OC Charitable Trust, (which includes matched fundraising) for colleagues, and by way of our nominated location charities.

Strategic partnerships

Strategic partnerships allow us to develop and strengthen our relationship with a small number of charities whose focus aligns particularly well with our impact themes. Working closely together over an extended period means we can measure and see the change that results from our contribution.

2025 was the final year of our three-year Digital Inclusion partnership with UK Youth. During our collaboration, we distributed over £450,000 to grassroots youth organisations to help tackle digital poverty. The project reached over 14,000 young people who face significant barriers to digital access, including young asylum seekers and care leavers. As a result of the funding, 20 youth organisations have embedded digital literacy into their core programmes and empowered young people to become more confident with technology. These organisations reported improved digital capacity and capability, with youth-led digital communications and hybrid youth work making services more accessible than ever, building a fairer, more inclusive digital future for the next generation.

We have been reviewing objectives and opportunities and will soon be announcing a new charity partner for the next three years.

OC Charitable Trust

Osborne Clarke's partners contribute to the OC Charitable Trust every year, helping to fund causes that reflect our core impact themes. This year, their support enabled a wide range of donations including:

ACCESS TO ESSENTIALS

£2,000 to The Cowshed in Reading, which assists over 100 people every week to buy the essentials they need, such as new bedding and school uniforms, when facing emergency situations relating to abuse, poverty, custody situations, and homelessness.

ACCESS TO OPPORTUNITIES

£7,500 to icanyoucantoo, which provides practical support to economically disadvantaged students in London. Our donation provided textbooks and revision guides for 100 young people, academic support such as exam preparation help, as well as hot meals and hygiene supplies for students in financial hardship.

ACCESS TO JUSTICE

£10,000 to Justice & Care, which supports survivors of modern slavery and exploitation in the UK. Our funding directly supported 177 victims to exit exploitation, supported hundreds of investigations, secured 30+ convictions, compensation for victims, and provided training to help people better identify and respond to exploitation.

ACCESS TO NATURE

Building on the pro bono legal support we provided to Avon Needs Trees on the Wick Farm acquisition and their application for Biodiversity Net Gain credit, we donated £5,000 to Avon Needs Trees. This contributed to afforesting a 442-acre site to establish the Lower Chew Forest, "the South West's largest new woodland in a generation"[3]. In addition, a team of volunteers from Osborne Clarke planted 294 trees in March, contributing to the long-term total of 100,000 planned trees, which will support local flood prevention and nature recovery.

3 Quote source here.

Location charity partners

Every 18 months, our people nominate and vote for a local charity they want to support. The charity becomes the focus of each office's fundraising efforts, which include activities such as bake sales, breakfast trollies, quizzes and silent auctions to help them meet their targets and raise the profile of the causes they care about. These partnerships launched in October 2025 and will run to the end of April 2027.

BRISTOL

1625 Independent People

Fundraising target: **£10,000**

Our Bristol colleagues are raising money to support people aged 16-25 who are homeless, leaving care or at risk of homelessness. The money we raise will help provide safe and stable accommodation, practical and emotional support, and access to training and jobs.

LONDON

The Ben Kinsella Trust

Fundraising target: **£10,000**

The London office is fundraising to help tackle knife crime among young people through educational workshops and campaigning.

READING

Young People with Dementia

Fundraising target: **£4,000**

In Reading, the team is raising money to support people diagnosed with young-onset dementia with meaningful and age-appropriate services to prevent isolation, improve self-esteem and cognition, and support their families.

Future plans

- Remain committed to deepening the reach and impact of our pro bono and volunteering activity and use the double materiality assessment to determine future areas of focus.
- Concentrate our pro bono work on matters that deliver measurable, long term benefits to individuals and communities, particularly in areas aligned with our core social impact themes.
- Empower colleagues at all levels to invest time with our communities, by developing our offering of high-impact, skills based volunteering opportunities.
- Distribute £300,000 from OC Charitable Trust to causes aligned with our social impact themes in the next year.

Looking forward

As we move into our 2030 strategic cycle, our commitment to the three pillars of our Osborne Clarke for Good strategy (being a good business, a good employer and a good corporate citizen) remains strong.

Our responsible business plan has solid foundations thanks to the people and programmes we have invested in, developed, and honed over the years. They are delivering on helping us reduce our environmental impact, creating a diverse and inclusive workforce, and supporting people and communities in need.

The next chapter of Osborne Clarke's responsible business programme is an opportunity for us to take bold and ambitious steps to further embed and integrate these practices throughout the firm, making responsible business core to our commercial success. This will involve reviewing and improving our governance structure in order to consider sustainability, inclusion and wellbeing in all our decisions – those affecting our people, our buildings, our clients, and the way we adopt technology. The double materiality assessment planned for 2026/27 will enable us to restate our ambitions and priorities, driving continued impact through to 2030.

Alongside that strategic review, we will continue to work with all colleagues, supporting their wellbeing, training them in Carbon Literacy, inviting their participation in programmes such as Inclusion Allies and Reverse Mentoring, and providing skilled volunteering and pro bono opportunities to sharpen their focus and deliver impact at every level.

I'm excited to be leading the Responsible Business team through this next stage and look forward to updating you again soon.

Mary Lavin
Head of Responsible Business



Appendices

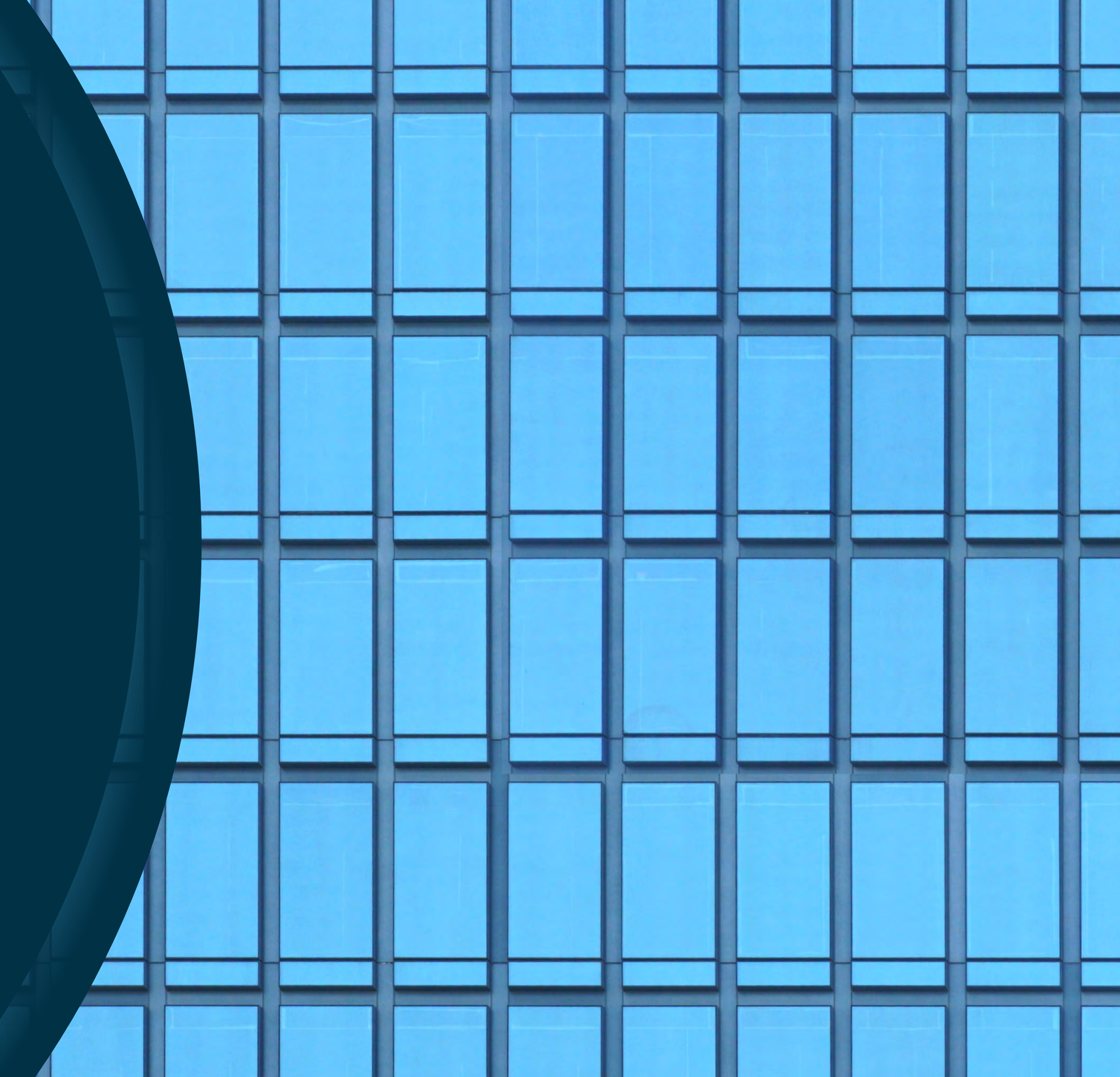
About Osborne Clarke

Governance structure

Progress against commitments

Greenhouse gas emissions inventory

Employee-led action



About Osborne Clarke

Osborne Clarke is an international, full service law firm[4], headquartered in London. We help clients navigate legal and regulatory complexity, commercial pressure, and innovation and disruption, around the world.

With more than 1,600 lawyers across 27 locations in Europe, Asia and the US, we tackle strategic, complex work with deep sector insight, sharp legal thinking and pragmatic solutions – while leveraging the latest technologies.

We have been advising clients in growing their businesses for over 250 years, working with market leaders, challenger brands and fast-growth companies. Our collaborative teams are trusted on high stakes transactions, disputes and investigations, and multi jurisdictional regulatory matters.

4 We are an international legal practice, see details here.

Acknowledgements

The OC for Good Responsible Business Report 2026 was a collaborative effort, and we thank everyone who contributed to making it a true reflection of our responsible business journey. Thank you to all the Osborne Clarke people quoted in the report and featured in the photos, who have helped bring our stories to life. We also thank Keartland & Co for consultancy and copywriting.

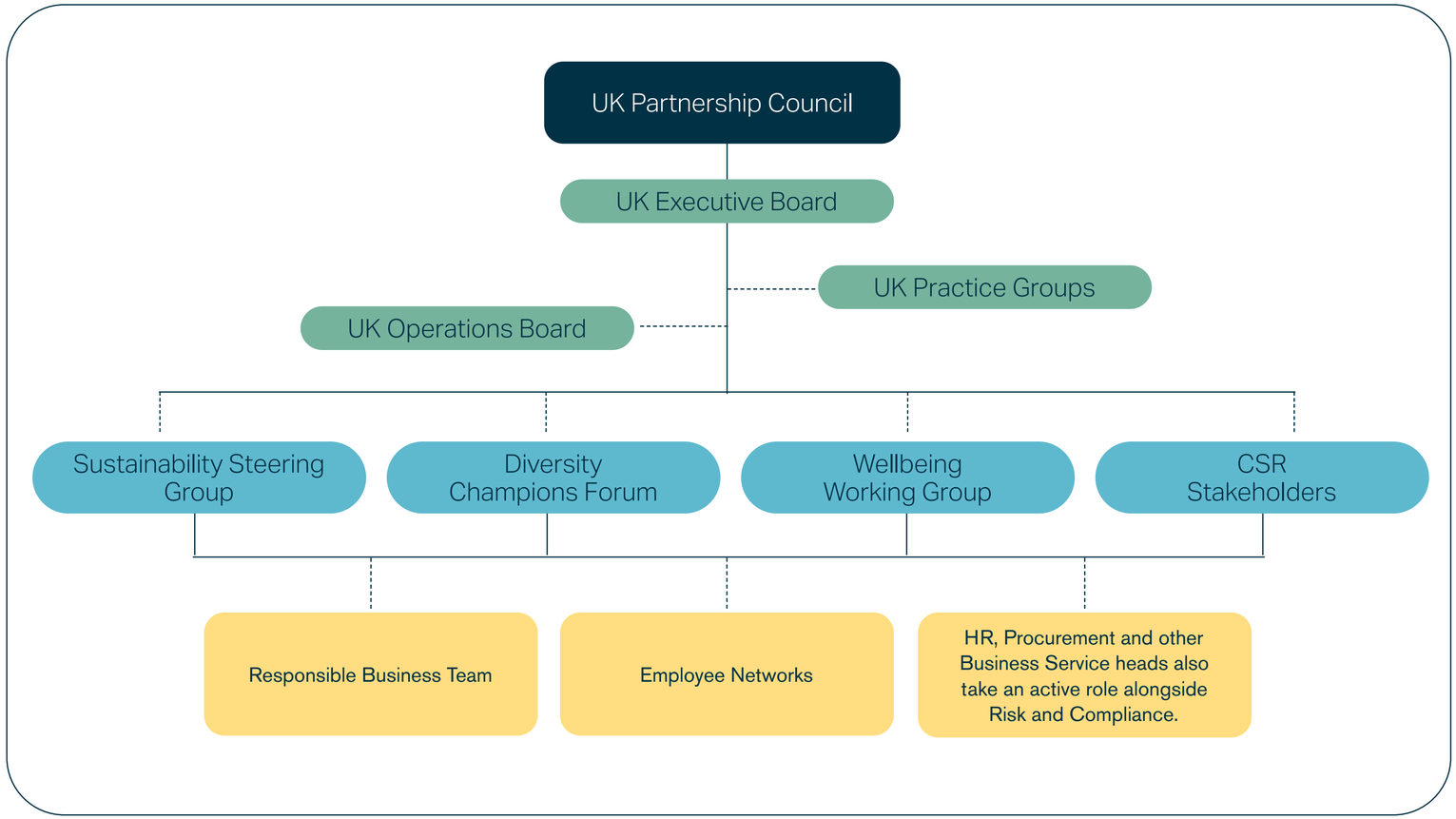


Governance structure

Our governance structure is fundamental to how we deliver meaningful value to clients, support our people, contribute to our communities, and drive responsible business practices.

Our Executive Board (EB) is accountable to the UK Partnership Council. The EB oversees the governance of the responsible business pillars, including our Sustainability Steering Group (SSG) and the Diversity Champions Forum, which is accountable for the firm's diversity and inclusion strategy.

The Operations Board (OB) reports into the EB, whilst the Responsible Business team delivers our programmes and collaborates with various functions of the firm, including all practice groups as well as HR, Procurement, Risk and Compliance and other business service teams.



Progress against commitments

A good business

Meet the targets in our net-zero milestone plan	On track to achieve
Roll out firmwide business travel carbon budget	Achieved
25% of UK headcount certified Carbon Literate	Partially achieved (19%)
Hold our first Carbon Literacy training session for suppliers	Achieved

A good employer

Offer ‘affinity meetings’ to job candidates	Achieved
Expand Inclusion Allies and Reverse Mentoring Programmes	Not achieved
Launch mandatory anti-racism training for partners and business service leaders	Not achieved
Improve equitable work allocation	Achieved
Improve diversity of coaching pool	Achieved
Launch a leadership development programme for minoritised ethnic colleagues	Partially achieved
Integrate wellbeing data into people dashboards for leaders	Achieved
Strengthen Wellbeing Champions network	Not achieved
Continue our Smart Performance programme	Achieved

A good corporate citizen

Target 6,500 hours of pro bono work during FY25/26	Partially achieved (5,893 hours)
Deliver 3,500 volunteering hours in FY25/26	Partially achieved (2,960 hours)
Distribute £275,000 from the OC Charitable Trust	Achieved
Identify and launch three new local charity partnerships	Achieved
Streamline work and strengthen relationships with schools on The Bridge programme	Achieved

Osborne Clarke greenhouse gas emissions inventory FY25/26

The reporting period for our greenhouse gas emissions inventory data is our financial year 1 May 2025 – 30 April 2026.

Emissions category[5]	FY19/20 baseline year (recalculated August 2024)	FY24/25 Emissions tCO_2e	FY25/26 Emissions tCO_2e	% share in FY25/26	Year-on-year % change	% change since baseline year
1.1: Gas	333	154	159	2.3%	4%	-52%
1.3: Fugitive Emissions	0	0	0	0	0	0
2.1: Purchased Electricity	690	307	186	2.7%	-39%	-73%
2.2: District Heating	0	50	21	0.3%	-57%	n/a
3.1: Purchased Goods & Services	7,192	4,286	4,539	65.9%	6%	-37%
3.2: Capital Goods	1,153	326	15	0.2%	-95%	-99%
3.3: Fuel & Energy Related Activities	252	127	98	1.4%	-23%	-61%
3.4: Upstream Transport & Distribution	65	168	106	1.5%	-37%	+64%
3.5: Waste & Wastewater	18	2	2	<0.0%	0%	-90%
3.6: Business Travel	743	653	464	6.7%	-29%	-38%
3.6.5: Hotel Stays	77	69	46	0.7%	-34%	-40%
3.7: Employee Commuting	333	1099	1250	18.1%	14%	+276%
3.13: Downstream Leased Assets	497	0	0	0	0	-100%
Total	11,352	7,241	6,888	100%	-5%	-39%

This data has been verified with a 'limited' level of assurance for relevance, completeness, consistency, and transparency and for conformance with the requirements of the GHG Protocol standards on 27 July 2026 by Fishwick Environmental Limited, using ISO 14064-3:2019 as a verification standard. Our full inventory is available on request.

5 The total sum of emission categories may not always add up to the totals shown due to rounding errors.

Osborne Clarke employee-led action

We have several active employee-led groups and networks across all Osborne Clarke for Good pillars, whose focus and dedication help drive Osborne Clarke's responsible business agenda. They run a wide range of initiatives to engage colleagues in practical action that champions inclusion, supports the transition to a low-carbon future, raises money for local charities, and widens access to legal support in the community.

OC Age

OC Age covers a range of common age-related issues affecting people, including age diversity in recruitment, progression and post-retirement opportunities, financial awareness, health, and menopause.

OC Charity Committees

Each office has a committee of volunteers who organise our fundraising activity in support of our chosen office location charities. Their activity includes bake sales, quizzes, and festive activities.

OC Gender

OC Gender champions our inclusive values from a gender perspective, working closely with the other networks to achieve diversity and inclusion more generally. Its work centres on retention, progression and representation; caring responsibilities and working practices; support and education; and client, sector and practice group programmes.

OC FAMILY AND CARERS

OC Family and Carers brings together our people living in all different family or caring situations to support and network with one another.

OC Mind and Body

OC Mind and Body brings together colleagues who are passionate about supporting the physical and mental wellbeing of our people. Its aim is to make our firm a truly inclusive place for neurodivergent colleagues and those with disabilities or long-term health conditions.

OC DISABILITIES+

OC Disabilities+ supports colleagues and future colleagues with a disability or long-term health condition (of any type) to ensure they have the best experience possible working at Osborne Clarke. Its work focuses on creating awareness, dispelling myths, and encouraging broader disclosure.

OC MENTAL HEALTH

OC Mental Health promotes and supports the mental health and wellbeing of everyone at Osborne Clarke, building confidence and removing barriers to enable people to talk about their mental health whilst raising awareness of how we can protect and support mental wellbeing more generally.

OC NEURODIVERSITY

OC Neurodiversity celebrates different thinking, assists with adjustments to support different working styles, provides support to anyone needing it, and works to create an environment where neurodivergent talent can do their best work and thrive.

OC Planet

OC Planet is the network of employees who hold the firm to account in taking action to address the climate crisis and facilitating the transition to a low carbon future. They run events and projects that support the delivery of the firm's sustainability targets and engage our people with local, national and international environmental initiatives.

OC Pride

The voice of the LGBTQ+ community within Osborne Clarke, this network supports members and champions our inclusive values both inside and outside the firm so everyone can bring their whole self to work and be an ally to our community.

OC Pro Bono Core Group

This group seeks out relevant pro bono opportunities to align with our social impact themes. They work to continually improve our processes and data management of pro bono activity.

OC REACH

Our Race, Ethnicity and Cultural Heritage network works to develop an inclusive and integrated environment for Black and minoritised ethnic colleagues. Their missions include fostering community internally and externally; representing Black and minoritised ethnic colleagues and supporting their progression; ensuring open and informed discussions on race and culture; and championing and creating an equitable and inclusive environment and challenging policies that do not support this.

OC MULTI-FAITH

OC Multi-Faith is a sub-committee of OC REACH which supports and encourages religious diversity, working to raise a deeper awareness of different religious backgrounds and faith traditions.

OC Social Mobility

The mission of OC Social Mobility is to facilitate access to law for all, irrespective of socio-economic background, and to develop a culture where everyone feels empowered to be their authentic selves and fulfill their career goals. They do this by engaging with recruitment practices, development initiatives, and our culture.

Osborne Clarke

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