

# Our Responsible Business Report

2024–2025

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**Martin Hirst**  
Managing Partner

## A firm with a passion *for responsibility*

Over the years, Foot Anstey has built a growing business that's rooted in care for our clients, communities, environment and people.

In May 2023, we set out an ambitious four-year strategy that will see the firm evolve and grow on a greater scale than ever before. As part of this process, we chose to prioritise responsible business. In particular, putting in place a clear structure and dedicated resource to transform our previously organic approach into one that is intentional, consistent and impactful.

Having recruited Bola Gibson, our first Executive Director for Responsible Business in early 2024, we set out a clear framework and set of priorities to help us achieve our ambitions.

Our early progress is reflected in several key milestones, which include completing our first materiality assessment, committing to set science-based carbon reduction targets and establishing a new charitable foundation to boost investments to tackle social mobility.

As the external landscape shifts both locally and globally, our commitment remains clear: to build a business that serves all stakeholders, and values the people and resources that make it possible. I am very proud of the way our people have embraced their role in setting our priorities, supporting our progress and championing our achievements.

Over the coming years, I'm excited to see what we achieve as a firm – as individuals and for our people, communities, clients and environment.

# Our approach to *responsible business*

Being a responsible business isn't just the right thing to do – it's smart business. It helps us reduce risks, attract and retain top talent, build client relationships based on shared values, and create sustainable growth.

In 2024, we strengthened this commitment by pledging 1% of net profits to deliver on our responsible business programmes and created a dedicated function to lead this work.

We undertook a double materiality assessment with sustainability experts, Terrafiniti, to identify our priority areas more clearly. This process combined research, peer benchmarking, and input from key stakeholders including our Partnership, employees and clients. The resulting materiality matrix and gap analysis now guide our actions and inform our roadmap for sustainable growth.

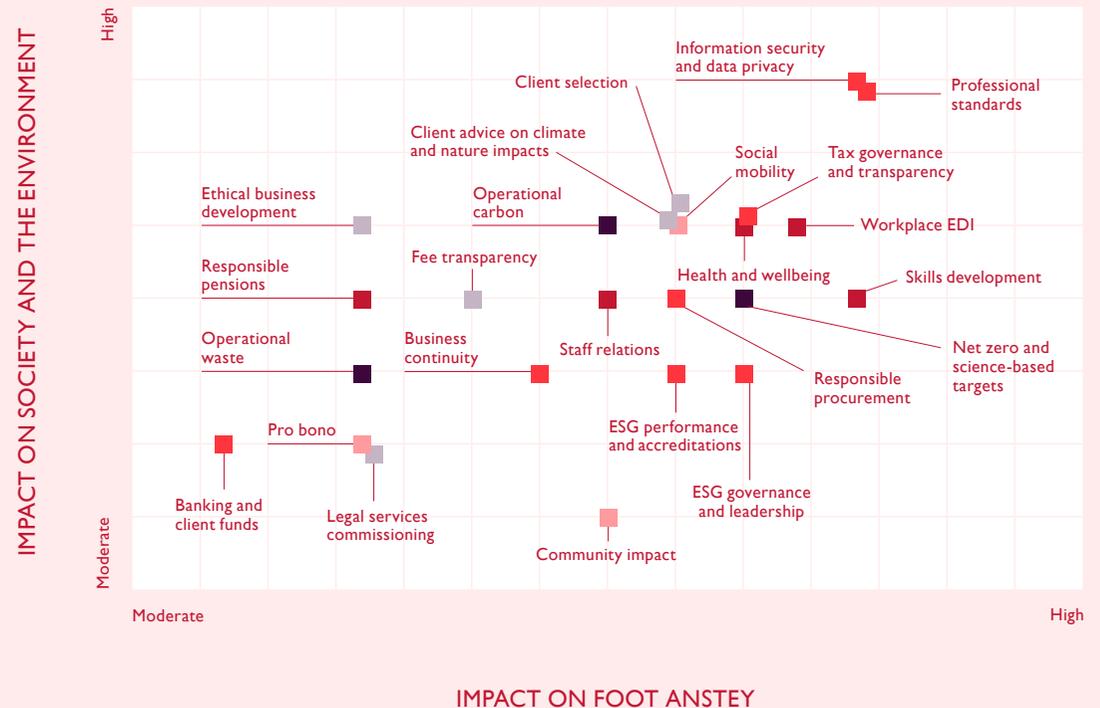
Our focus is now on embedding these priorities into our operations, accelerating progress, and deepening engagement with colleagues and clients to deliver positive change together.



**Bola Gibson**  
Executive Director,  
Responsible Business



## Our materiality matrix



- Business Operations
- Clients
- Environment
- Communities
- People

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# Exploring our *impact areas*

The materiality process helped us distil our priorities into five core **impact areas**. Each impact area has an action plan, which we will continuously evolve to stay aligned with stakeholder expectations, deliver long-term value creation and ensure we achieve our ambitions.

Many of these impact areas are interrelated and depend on each other. For example, it's impossible to make progress on our environmental commitments without addressing business operations. For that reason, in this report, we highlight the work and progress we have made during the 24/25 financial year for our environment, our communities and our people, rather than trying to cover every impact area individually.



	Ambition	Example action
Our Business	To be a well-run, responsible, commercial business committed to excellence and integrity in all that we do.	Embed responsible business considerations into change and procurement practices.
Our Clients	To build client relationships on shared values and mutual benefit, which have a positive impact on our environment and society.	Develop an offering to support clients as they navigate the responsible business landscape.
Our Environment	To achieve net-zero before 2050 and zero waste to landfill through robust environmental management.	Achieve ISO 14001 certification for environmental management.
Our Communities	To provide opportunities that improve social mobility and fuel the ambitions of young people in our communities.	Develop a long-term charitable partnership that addresses social mobility in our communities.
Our People	To attract, recruit, retain and develop a diverse pool of talent and support them to achieve their career ambitions.	Develop an inclusion priority action plan.

# Our *Environment*

- ▶ Introduction
- ▶ Our commitment
- ▶ Managing our environmental impacts
- ▶ Engaging our clients
- ▶ What's next?

# Introduction

Worldwide, businesses are waking up to the climate crisis and the need to play an active role in transforming their operations to create a more sustainable future.

Our approach is to focus on reducing our emissions, reducing waste and ensuring our people play an active role in that journey.

We benchmark our progress using both the Ecovadis and Carbon Disclosure Project frameworks, taking on feedback to drive improvements year on year. In the reporting year, we improved our overall Ecovadis score and retained our Bronze Award, placing us in the top 35% of companies that complete the index. We also made the decision to complete the CDP SME benchmark, obtaining the highest available rating of SME-B.





We're proud to have taken the significant step of signing the Science Based Targets initiative (SBTi) commitment letter in 2024. We are committed as a firm to reach net-zero emissions by 2050, and that starts with setting rigorous carbon reduction targets aligned with limiting global warming to 1.5°C.

Climate change affects everyone, including our people, our clients, and the communities we operate in. Limiting global temperatures is crucial to curbing the many negative impacts of climate change, including extreme weather events, increased food and water insecurity, rising sea levels, population displacement and worsening economic disparities.

In 2024 we commissioned our first full assessment of our carbon footprint across scopes 1, 2 and 3, with the intention of using the 23/24 financial year as a baseline. Due to a one-off anomaly this was not possible, and a 24/25 financial year baseline will be used instead.

We anticipate submitting targets for verification to the SBTi in the coming financial year.

# 2050

▶ Our net-zero emissions deadline



## Our footprint

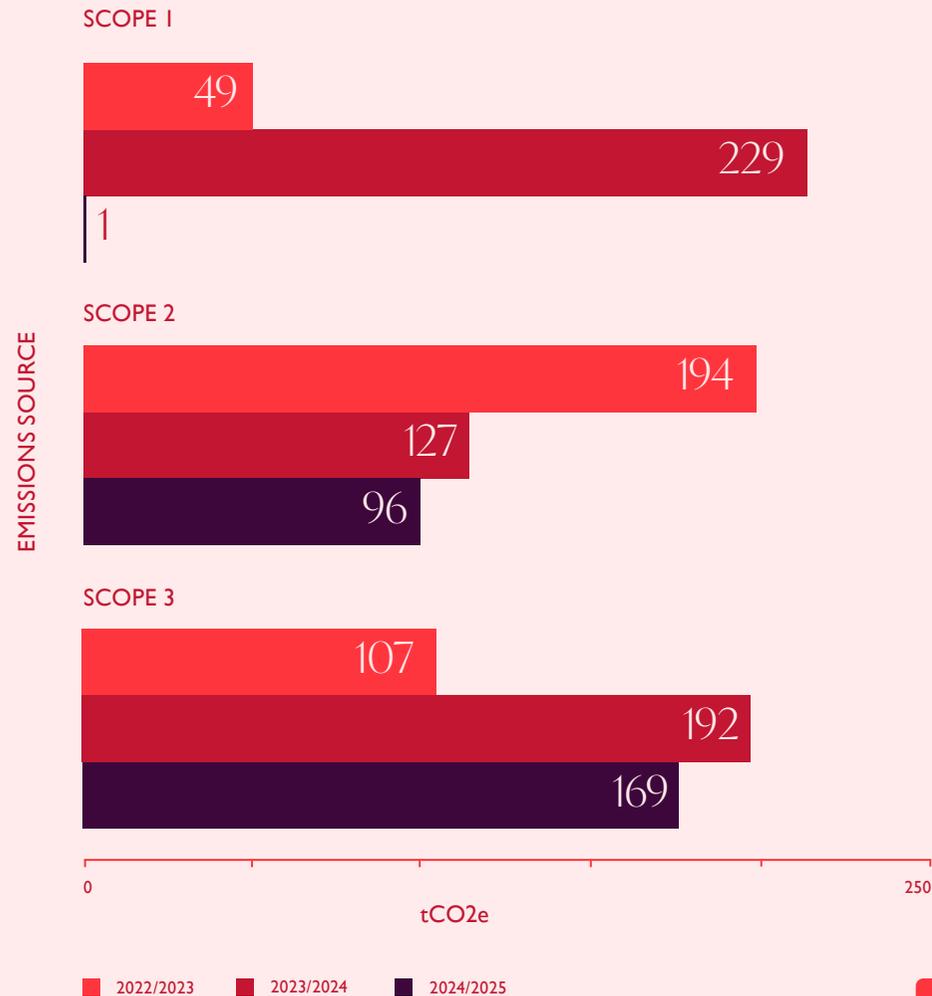
In line with UK regulations, we report each year on our energy use, related greenhouse gas emissions, energy-efficiency measures, and performance under the Streamlined Energy and Carbon Reporting (SECR) framework, as required by the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

SECR reporting, unlike full carbon footprinting, does not require full scope 3 emissions disclosure.

In the 23/24 financial year we were able to widen the scope of emissions captured under scope 3 to include additional transportation sources, leading to a marked increase from the previous year.

Data quality was further improved in the most recent reporting year with the introduction of a new travel management system, TravelPerk, to the business.

## Emissions





## Direct emissions

In 2023, a failure in the air conditioning unit in Plymouth led to a significant increase in scope 1 emissions. The failure led to the postponement of our target-setting project to avoid a false baseline.

The 24/25 financial year was a more standard year, resulting in a sharp reduction in scope 1 emissions. The disposal of our remaining car fleet also helped reduce emissions, resulting in a 68% reduction in scope 1 emissions from the previous year from the previous year.

In the reporting year with no F-Gas leaks to account for, we invested in improving our physical footprint. We exited an inefficient building in Oxford and moved to a smaller, more efficient space.

# 68%

► Reduction in scope 1 emissions

We moved offices in London, installed more energy-efficient features, and continued our rollout of energy-efficiency projects across the rest of the estate.

We completed an energy-efficiency register to improve the energy performance of our estate and will use it to guide our actions for the next five years.

These actions helped us reduce our scope 2 emissions by 24%.

## Scope 3 emissions

Like most professional services firms, our carbon footprint will be heavily skewed towards scope 3 emissions and the goods and services we purchase. While we wait for the completion of our detailed footprint analysis, we continue to take measures to reduce our environmental impacts.

In 2024, we engaged all our operational leaders to help them understand their role in helping reduce our scope 3 emissions. This has led to several changes in the way we currently do business:

- Environmental impacts are now integrated into the firm's considerations for change projects, with project owners being asked to consider the responsible business impacts of their proposed changes.
- The firm's sustainable procurement policy was updated to help colleagues consider the wider responsible business impacts of their purchasing decisions, including on the firm's carbon footprint.

We also took steps to review our governance and our environmental policy as part of our ISO 14001 project. The new policy clearly outlines our approach to environmental management and our environmental objectives, while setting out a new governance structure with clear Board-level oversight.



## Improving our approach to travel

As a growing and ambitious business, the firm's physical footprint spans much of England and, as of June 2025, extends to Belfast in Northern Ireland. In addition, our clients are spread across the globe. As well as having offices for our people to meet, collaborate and connect with clients, our people look to support our clients and each other, by travelling where the need arises. As a result, travel is one of our most material areas of environmental impact.

In 2024 the firm invested in a new, centralised travel management system called TravelPerk. This has improved the data we now have about travel patterns and frequency. In the long run, we anticipate this improved reporting will help us better manage and reduce the environmental impact of our travel.

As well as promoting Cycle to Work and an Electric Vehicle Car Leasing scheme, the firm also incentivises colleagues to car share with a preferential mileage rate.

## Improving our waste processes

Our ambition is to achieve zero waste to landfill in our operations. This forms a key part of our environmental approach. The introduction of The Separation of Waste (England) Regulations 2025, and our work to attain ISO 14001 certification, have helped the firm better manage its waste processes while improving our access to waste data. We expect this to drive further waste reductions over time.

The waste generated from moving or refurbishing offices is another area of opportunity. We work with A Good Thing, a charity that helps businesses to rehome unwanted goods and reduce waste. As a result, organisations such as CLEAR, a Southampton-based charity supporting asylum seekers and refugees, received much-needed support.





Our sustainability expertise spans the energy sector, natural capital, and the influence of environmental, social and governance (ESG) factors on businesses of all sizes. By advising clients on landmark projects, sharing insights through our thought leadership platforms and contributing to industry-wide collaboration, we can play a central role in driving positive change.

## The Chancery Lane Project

### Supporting landmark projects

Foot Anstey has established itself as a leader in the renewable energy sector, with expertise in solar, wind and energy storage.

Our work extends to innovative sustainability initiatives. For example, we are supporting The Wave in its ambition to become carbon-neutral through the installation of nearly 9,000 solar panels. We also advised Elmya Energy on a joint venture targeting 4GW of large-scale battery storage and solar PV assets across the UK.

Additionally, we played a key role advising the South Tees Development Corporation on the creation of the UK's largest private wire electricity network.

As members of the Chancery Lane Project and the Energy Data Taskforce, we take pride in playing an active role in helping our clients address environmental challenges.





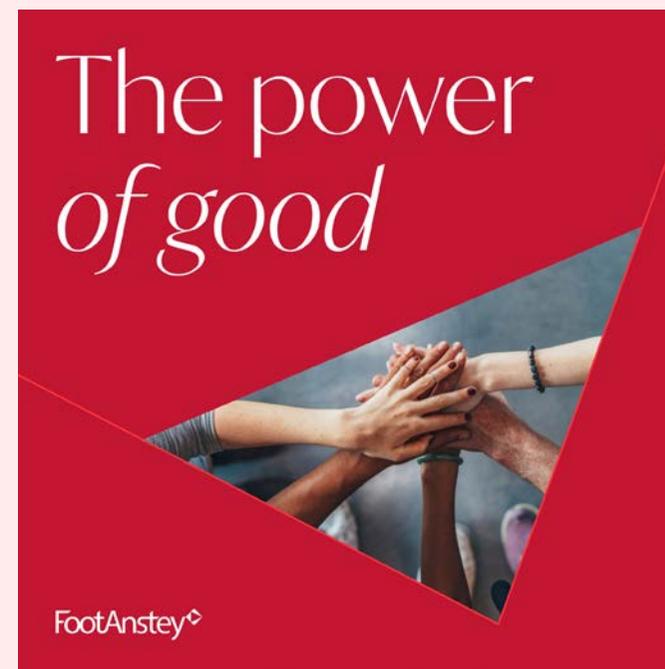
## The Power of Good

Beyond client work, we use our Power of Good podcast series to highlight the people, projects and ideas driving positive change. By bringing together voices from across the business and not-for-profit sectors, the series explores the different perspectives around drafting, retrofitting and renewable energy, social impact and the role of innovation in tackling environmental and societal challenges.

Over the course of the year, our Foot Anstey hosts – Anna Philips, Partner and Marina Leigh, Senior Associate – were joined by a wide variety of business leaders and colleagues to tackle a range of key topics:

- Stroke Association and RNLI experts discussed the life-changing impact of gifts left in wills and how they support vital causes.
- Charles Hackett, CEO, Dorset and Somerset Air Ambulance, shared how air ambulances are not only saving lives but also leading clinical innovation.
- Matthew Gingell, Founder, The Chancery Lane Project, explored the role of the legal sector in the green transition, and the industry's opportunity to accelerate climate action.

Through these conversations, and our own thought leadership, we aim to amplify good practice, inspire collaboration and accelerate the transition to a fairer, more sustainable future.





## Natural capital and biodiversity net gain

Our expertise also extends to natural capital and biodiversity net gain (BNG), two areas that are rapidly shaping the future of land use and development. We work with charities, landowners, developers and investors to navigate new BNG regulations – covering everything from structuring biodiversity unit sales and drafting conservation covenants, to integrating habitat creation into development plans.

With the statutory requirement for a minimum 10% biodiversity net gain now in force for new developments, we help clients understand both the opportunities within the biodiversity unit market and the wider legal obligations that apply.

For example, we supported a national house builder navigate BNG requirements, securing planning permission on appeal for 350 new homes and a care home in the South of England. Our team negotiated planning obligations to ensure the management and maintenance of habitat enhancements for 30 years, meeting all statutory requirements.

Across sectors, we are enabling stakeholders to unlock the value of nature-based solutions and embed resilience into future land management strategies.

▼ By embedding biodiversity considerations into development plans, we can help clients create lasting value for communities, investors, and the environment.



**James Clark**  
Partner, Planning & Environment

# What's *next*?

- ▶ An updated approach to improving our assessment of supplier sustainability.
- ▶ New travel policy with clearer guidance around minimising emissions through travel.
- ▶ Rollout of carbon literacy training to sector teams and development of team action plans to support clients.
- ▶ Carbon reduction targets submitted to the Science Based Targets initiative.

# Our *Communities*

- ▶ Introduction
- ▶ Charity partnerships
- ▶ Volunteering in our communities
- ▶ Collaborating for social mobility
- ▶ What's next?

# Introduction

We are a firm with national reach, bringing together people from diverse backgrounds and locations. More than simply being based in communities, we see ourselves as an active part of them – with a responsibility to contribute, support and help them thrive.

In September 2024, Foot Anstey became one of the first UK law firms to publicly commit to investing at least 1% of its net profits into its responsible business programme. As well as investing in building the programme, the firm established a new Foot Anstey Foundation in partnership with Charities Aid Foundation, enabling it to offer matched giving to colleagues and increase its charitable giving ability.





## Partnering with the YHA

In 2024 we chose to support the Youth Hostels Association (YHA) – England and Wales, with the aim of donating £50,000 to provide up to 250 young people from disadvantaged backgrounds access to their Breaks Programme. The Breaks Programme provides fully or part-funded trips for young people and families who might otherwise miss out on travel and adventure, building confidence and life skills in the process.

Throughout the year of the partnership, we donated £50,686, of which £10,686 was generated through colleague fundraising activity. From the Great Foot Anstey Bike Ride from Truro to Bristol, to our Festive Quiz, colleagues came together to show their support for a great cause. This enabled 231 young people and 79 adults to participate in the Breaks Programme.

In line with our focus on social mobility, these experiences can provide young people with new skills, relationships and confidence that can support them in the short and long term.

# £50k+

▶ Amount donated to the YHA

# 310

▶ Number of beneficiaries



▼ I really liked how supportive people were. This meant I could try things that were really hard for me like kayaking, but when I said no to the high ropes that they were also okay with this, and I wasn't made to feel bad. I would really like to do the whole activity day again.

**YHA Breaks Programme beneficiary**



Each year, our people are actively encouraged to take two days of paid leave to support their local communities. These social impact days are used for volunteering, fundraising, delivering pro bono assistance and much more. Over the year, our colleagues logged an impressive 1,790 social impact hours.

## Inspiring young readers on World Book Day



Colleagues volunteered as storytellers for Plymouth's Community World Book Day event, reaching over 7,000 children across 55 schools. They read from The Adventures of Scout series, teaching environmental lessons on topics like beach litter and endangered species. "It's fulfilling to contribute to the education of future generations through such a community-focused initiative" said Eloise Maysavi, Associate.

## Making festivals accessible with Festival Spirit

Brooke Manning, Associate, dedicated two Social Impact days to support Festival Spirit, a charity enabling people with physical disabilities and life-limiting illnesses to attend music festivals. Brooke helped set up hospital beds, hoists and kitchen facilities at Wilderness Festival, ensuring guests had the care and comfort they needed to enjoy the event. Brooke explained that "for many disabled people, accessibility means more than ramps - it's about dignity and full participation."

## Empowering young leaders with Empire Fighting Chance

The Commercial team hosted four young women from Empire Fighting Chance's Leadership Programme at our Bristol office. Activities included CV workshops, career talks, and a Dragon's Den-style pitch challenge. The charity praised the day for giving participants a confidence boost and helping them step out of their comfort zones.



## Supporting communities in Keyham with pro bono

After a WW2 bomb was safely removed in Keyham, the excavation caused major damage to three residential gardens. With no obligation on the council or armed forces to repair the site, Building Plymouth, a council-led initiative, coordinated a community response, sourcing donated services and materials from local construction businesses. Associate Emma Preston supported the effort by drafting an agreement that defined the work and protected volunteers from future liability.

## Transforming gardens for St Petrocs

Three colleagues volunteered with St Petrocs, a charity tackling homelessness in Cornwall. They created a welcoming space for residents, cleared an overgrown garden, planted bulbs, and assembled outdoor furniture. St Petrocs commented, “You’ve brought a sense of calm back to our residents – they immediately started using the garden to enjoy the autumn sunshine.”

## Pro bono support for Panna Play

Foot Anstey’s Corporate team provided pro bono legal support to Panna Play, a tech start-up created by young entrepreneurs Mohamed Ali and Hamsa Hassan to connect grassroots five-a-side football players through a new social networking app. Developed with support from Bristol-based non-profit, Babbasa, the founders received advice from Partner Adam McKenna and Associate Megan Berry on their friends and family fundraising round and on new constitutional documents to support future growth.

# 1,790

▶ Number of social impact hours taken

▼ Being able to use our skills to support Panna Play and assist with their long-term growth and social impact was a real privilege.



**Adam McKenna**  
Partner, Corporate



By partnering with like-minded organisations, we contributed to projects that promote social mobility within our local communities and created meaningful opportunities and inspiring experiences for young people.

## Curious About Law and Finance

Alongside other businesses, the firm collaborated with My Future My Choice to give school children in Bristol the opportunity to explore careers in law and finance as part of the Curious About Law and Finance project.

The project enables children to explore different career paths through Top Trumps-style cards that showcase career journeys, job highlights, challenges and advice for young people. The cards were designed by children from a range of primary schools across the Bristol area, working with volunteer professionals who were the role models for each card.

The final Top Trumps cards were formally launched at Foot Anstey's Bristol office, with representatives from participating businesses coming together to take part in interactive activities using the cards. While the project has focused on Bristol, the aim is to continue to support My Future My Choice as they offer the cards to other interested schools across the country.



▼ The project broadens their horizons, enhances their skills, and helps them make informed choices about their education and professional paths.

**Darren Hunt**  
Co-head teacher of Stoke  
Bishop Primary School



## Social Mobility Business Partnership

We took part in the Social Mobility Business Partnership programme, a national initiative that helps young people overcome career barriers. Students gained workplace insights, developed key skills and built professional networks to support their future careers.

Over five days, students from Exeter-area schools and colleges visited Foot Anstey and other leading organisations. Working with a client in the area, we co-created a day of practical engagements and career skills sessions for the students. This gave them an opportunity to experience different work environments, meet a wide range of people and hear about a variety of careers and routes into employment.

▼ It's incredibly rewarding to see the impact this programme has on the students. It's a chance to collaborate with other local major employers to break down barriers to a career in business for talented individuals."



**Alastair Nuttall,**  
Associate, Commercial



SOCIAL MOBILITY  
BUSINESS PARTNERSHIP



## What's *next*?

- ▶ Launch new long term strategic partnership with Young Enterprise to tackle social mobility.
- ▶ Launch a revised approach to pro bono.
- ▶ Develop a new schools engagement package to facilitate colleague outreach.
- ▶ Increase matched giving and colleague-directed giving.

# Our *People*

- ▶ Introduction
- ▶ Being a good employer
- ▶ Building a diverse talent pipeline
- ▶ Investing in skills
- ▶ Shaping our culture
- ▶ What's next?

# Introduction



We take our culture seriously. By listening to and engaging with colleagues across the firm, we create an environment where everyone feels valued, supported and able to reach their full potential.

Our refreshingly human approach ensures people can be themselves at work and thrive in their careers and their lives beyond it. We're committed to giving our people what they need to enjoy the best of both.





We're proud to be a Real Living Wage employer, committed to supporting our people's financial wellbeing and creating a workplace where everyone can thrive. Through flexible working, comprehensive wellbeing programmes, and policies that balance commitment with a rewarding employee experience, we empower our people to achieve their full potential.



## Fertility and hormonal health support

In 2023, we introduced Fertifa, a leading reproductive health benefit. The benefit gives our people access to lifetime funding of £15,000, which covers treatment and consultations for fertility, reproductive, sexual and hormonal health needs.

# 18%

▶ Percentage of our people who have used Fertifa since launch

## Flexi-hours exchange scheme

One of our most popular benefits is our flexi-hours exchange scheme, which enables colleagues to balance demands on their time inside and outside of work. Colleagues can exchange one day of annual leave for 15 hours which can be taken in chunks of one or two hours. It enables colleagues to manage their childcare needs, indulge their hobbies or manage other demands that don't require a full or half day of holiday.

# 2,465

▶ Number of flexi-hours taken



## Sabbaticals

Every five years, our people have the opportunity to take a four-week sabbatical on full pay. In addition to paid leave, colleagues may be given a one-off discretionary payment to help with the cost of travel and other expenses. The intention is to give colleagues an extended break to do something special with their time, so they can come back to the business refreshed and able to perform at their best.

It's great that everyone gets the opportunity for time off to do something different. The discretionary payment was an extra treat that helped make my break all the more special.

**Sarah Cooper**  
Lead Reception & Events Coordinator

## Mental health support

We're there when our colleagues need mental health support, for example, through a skilled network of Mental Health First Aiders (MHFAs) and an Employee Assistance Programme.

- ✓ Trained an additional 11 MHFAs, bringing our total up to 33 and enhanced our development package to help MHFAs continually improve their capabilities and provide even more support to our people.
- ✓ Celebrated the benefit of movement during Mental Health Awareness Week.
- ✓ Offered a series of financial wellbeing webinars alongside personalised meetings.

# 33

▶ Mental Health First Aiders

## Bring your dog to work

Having dogs in the office can help relieve stress, encourage regular breaks and increase interaction with colleagues. Our dog policy helps many colleagues balance their commitments and has created a few furry celebrities along the way.





Diversity of thought delivers better outcomes for our firm and clients. That's why we strive to recruit talented people with a wide range of skills and experiences.

Our ambition is to attract, retain and progress the widest pool of available talent and provide the support they need to fuel their careers at the firm.

## Our diversity data

Our approach to diversity is driven by the data our people choose to share with us. We have invested in our data and analytics capability in order to gather the insights needed to drive action. Through our partnership with Pirical, we're able to build a more accurate picture of our gaps and work to address them.

Every other year, the SRA asks law firms to collect and publish the diversity breakdown of their workforce. Our 2024 report can be [downloaded here](#).

## Closing the gender pay gap

Female representation in the legal profession is growing, but structural challenges still remain. Pay gap reporting, while mandatory for a business of our size, is a useful tool to identify some of those challenges and seek ways to try to address them. Our 2024 pay gap report, assessing the progress we are making, can be [downloaded here](#).





## Achieve Vacation Scheme: improving representation

In October 2023, we launched Achieve – a one-week, paid vacation scheme offering aspiring lawyers from under-represented Black and Minority Ethnic backgrounds the opportunity to immerse themselves in the world of Foot Anstey and complete the assessment process for a training contract.

### Our objectives were to:

- Attract candidates from under-represented Black and Minority Ethnic groups.
- Foster an inclusive and supportive environment.
- Provide hands-on experience in the legal field.
- Convert a proportionate number of participants into future trainees (25% are typically converted on our standard vacation scheme).

Candidates received comprehensive support both prior to and during their paid placements, including participation in insight sessions, targeted skills training and access to dedicated supervisors and peer-level buddies.

Ten training contracts have been offered and accepted since the programme began, making it one of our most successful programmes. It was Highly Commended for Excellence in the Diversity and Inclusion category at the 2025 People in Law Awards.

Achieve has played a key role in delivering a broader range of talent in our trainee cohorts, helping us build a diverse future leadership pipeline.

▼ The scheme acknowledged the underrepresentation of identified groups in the UK workforce and also presented me with the opportunity to gain work experience in a commercial law firm. My experience on the scheme has deepened my desire to become a lawyer.



**Nana Akua Boamah Osei**  
Trainee Solicitor



## Legal apprenticeships: widening access

Apprenticeships present an alternative route into the legal profession and have grown in popularity in the last decade. With the benefit of qualification without a hefty university bill and paid work experience, it's an attractive option for many.

Foot Anstey refreshed its approach to legal apprenticeships in 2024. Our new five-year route to legal qualification, with flexibility built in, gives successful applicants a range of options throughout the programme. Following successful completion of a two-year paralegal apprenticeship in our Managed Legal Services team, successful apprentices have the option to seek qualification via either the SQE or CILEX route.

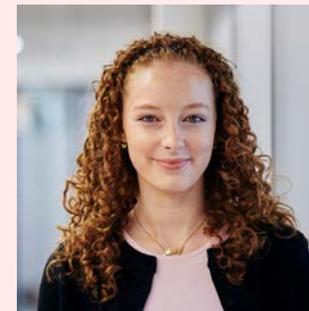
## UWE Futures: business professional pathways

In 2023, law firms across Bristol collaborated with the University of the West of England (UWE) to develop the UWE Futures programme. Setting it apart from many programmes within the legal industry, UWE Futures focuses on growing the representation of minority ethnic individuals in business professional roles within law firms.

Foot Anstey is proud to have participated in the programme for the first time in January 2025, welcoming two interns into our HR and Marketing teams.

Building on this success, we will expand our involvement in the programme in 2026.

▼▼ My apprenticeship means I can build my career much earlier than I imagined. Having had no connections in law, this opportunity to learn and grow will help me shape the future I want.



**Amy Cooper**  
Legal Apprentice



Our people strategy is to attract, develop and retain exceptional talent. This year we made significant progress. We refreshed our career pathways and frameworks and introduced new development opportunities to better support our people to achieve their ambitions.

## New career frameworks

We introduced new career frameworks to support our growth strategy and strengthen our position as a high-quality firm. Career frameworks provide transparency on expectations and clear pathways for career progression. Targeted development programmes, particularly for lawyers, complement the framework to ensure our people receive the support they need to achieve their ambitions. This approach enables us to attract, retain and grow talent for a sustainable future.

▼▼ The coaching and 360° feedback process has been instrumental in reinforcing my strengths and identifying areas for improvement. Its actionable insights have helped me grow as a partner.



**Sam Elworthy**  
Partner, Commercial

## New Partner programme

Our Partner Integration Programme supports both new and promoted partners as they transition into leadership roles. As well as executive coaching sessions, participants undergo peer learning roundtables and regular business plan reviews with key teams. Partners also receive 360-degree feedback to reinforce continued development and growth. This approach reflects our commitment to equipping leaders with the tools and resources needed for long-term success.



## Future Leaders Programme

A new talent programme was launched to equip future leaders with the knowledge and skills to step into the role of Partner. It fosters accountability for career development, encourages peer learning, and builds networks that support our cross-sector approach. Delivered by Alison Temperley of ATD Partners, an expert with extensive experience in professional services, the programme reflects our commitment to offering best-in-class development opportunities that drive both individual and firm growth.

## Diversifying career paths

The Principal Director role, introduced in 2024, is designed to offer alternative routes to leadership and drive firm-wide growth. Principal Directors act as proactive business generators, working across sectors to create and pursue new opportunities, lead pitches and expand client portfolios. To support success in the role, we provide targeted development, including bi-annual development discussions and tailored programmes.

▾▾ The Future Leaders Programme came at a pivotal point in my career, supporting my transition to Partnership. Its flexible agenda made the experience highly relevant, while dedicated time for peer learning and connection deepened my understanding of the firm - crucial for bringing more of the firm to our clients.



**Yanthé Richardson**  
Partner, Managed Legal Services



Our culture plays a pivotal role in our success by shaping our ability to create a positive work environment, achieve our growth goals and manage risks effectively.



Organisational cultures can help or hinder businesses as they strive to achieve their ambitions. We believe our strong culture sets us apart from the competition. That's why, rather than relying solely on feedback surveys, we embraced a cutting-edge behavioural science approach.

We worked with iPsychTech, a world-leading people analytics and behavioural science organisation, and undertook their CultureScope Assessment to gain a clear understanding of our existing culture, and how best to prepare ourselves for future growth.

The assessment identified our cultural strengths as well as areas we could develop. For each area of development, teams across the business created Culture Plans to help them make positive changes to their ways of working.

Our 26 CultureScope Champions support their teams to implement their plans, and work with leaders and colleagues to embed change and maintain momentum.

Our values shape who we are and how we work. Using iPsychTech's scientific approach, we're learning more about the behaviours that drive our culture and evolving them to support our growth ambitions.



**Felix Hebblethwaite**  
Chief People Officer and Partner



## Making connections

Our Connections Groups and social clubs bring colleagues together and strengthen ties with our wider communities, fostering an inclusive and collaborative culture. Led by colleagues, these groups celebrate diverse identities and shared interests, creating spaces where everyone can connect, contribute and belong.

During the year, our groups hosted a wide array of activities.

### **African and Caribbean Connections**

Hosted an interactive webinar on the topic of banter vs. microaggressions and held a movie night social.

### **Asian Connections**

Shared independence stories of Asian countries via our new internal podcast channel: Connections Unplugged.

### **Climate Connections**

Launched in 2024. Hosted Save Our Wild Isles screenings, bike workshops, and created an allotment growers' subgroup.

### **Islamic Connections**

Invited colleagues to fast for a day during Ramadan and created a safe space for faith discussions.

### **LGBTQ+ Connections**

Supported Exeter Pride, introduced pride lanyards, and marked Trans Day of Remembrance and Pride Month.

### **Menopause Connections**

Raised awareness of peri-menopause by signposting resources and promoting our Fertifa benefits.

### **Neurodiversity Connections**

Introduced a resource hub, and launched a Parents & Carers subgroup for SEN support.

### **Sports clubs**

As well as regular matches, meets and tournaments throughout the year, our sports clubs helped raise vital funds for charities, including with the Great Foot Anstey Bike Ride.





# What's *next*?

- ▶ Develop an inclusion priority action plan.
- ▶ Establish a Shadow Board to share perspectives on strategic, cultural and operational matters.
- ▶ Deliver on our CultureScope plans and demonstrate progress when we remeasure in 2026.
- ▶ Deliver new career pathways and frameworks for our paralegal and legal PAs.

# Highlights from 2024/2025



## Business

- ▶ Committed to investing at least 1% of our profits into our responsible business programme.
- ▶ Completed a materiality assessment to identify responsible business priorities.
- ▶ Launched a new responsible business strategy to the business.

## Environment

- ▶ Signed the Science Based Targets initiative (SBTi) commitment letter.
- ▶ Completed our first full carbon footprint assessment to better understand our emissions profile.
- ▶ Started the process to attain ISO 14001 certification.

## Community

- ▶ Relaunched our Foot Anstey Foundation.
- ▶ Introduced a matched giving programme for colleagues to drive greater charitable impact.
- ▶ Completed a one-year partnership with the Youth Hostel Association (YHA), donating over £50k.
- ▶ Recorded 1,790 hours of support to our communities.

## People

- ▶ Completed a pioneering new CultureScope assessment.
- ▶ Highly Commended in the Excellence in Diversity and Inclusion category at the People in Law awards for our Achieve Vacation Scheme.
- ▶ Established three new Connections Groups to support colleague engagement.
- ▶ Delivered 6,648 hours of training for our people.



Foot Anstey is a national law firm powering ambition through clear legal advice, commercial insight and a commitment to positive change.

Find out more about Responsible Business on our [website](#).

This report covers both Foot Anstey LLP and Enable Law in the 24/25 financial year – all data and activity is from this period unless otherwise stated.