



fletchers
group

Responsible Business Report

Year-end 2025



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Foreword from Peter Haden, CEO of Fletchers Group



I am pleased to introduce the sixth edition of our Responsible Business Report, and our second report of 2025.

We recognise that our responsibilities extend beyond the legal services we provide. The way we operate directly affects our clients, our colleagues, the communities we work with and the environment - and we take that responsibility seriously.

This report sets out how Fletchers Group approaches responsible business in practice. It reflects the progress made during 2025, the steps we are taking to meet our commitments, and the areas where further work is needed as we continue to embed responsible business principles across the Group.

Our approach is guided by our core values: the privilege of client trust, the power of our people and the passion to succeed. These values shape how we think about responsibility - from supporting our people and communities, to managing our environmental impact and ensuring we operate with integrity as we grow.

Throughout 2025, we have continued to advance the priorities outlined in our Responsible Business Strategy. In the first half of the year, this included a particular focus on sustainability,

with meaningful steps taken to reduce our environmental footprint, including progress towards transitioning all offices to renewable energy.

The second half of the year also marked the conclusion of our three-year Responsible Business Strategy, launched in May 2022. I am incredibly proud of what we have achieved during this period - from strengthening governance, to launching our charitable trust through the Fletchers Foundation, and embedding practical changes that support responsible and sustainable ways of working across the Group.

As this strategy concludes, we are reflecting carefully on the progress made and the lessons learned. Looking ahead, our next phase of growth brings increased responsibility, and with it a continued focus on strengthening our approach to responsible business over the next five years.

There is always more to do, but the progress set out in this report provides a strong foundation for the work ahead and reinforces our commitment to acting responsibly as our business continues to evolve.

Peter Haden
Chief Executive Officer, Fletchers Group



Our business
at a glance

Our business at a glance

Fletchers Group has grown significantly over the past three years. We have welcomed new colleagues, partnered with outstanding organisations, expanded our office footprint and strengthened our position as one of the UK’s leading serious injury law firms. This period of

accelerated growth reflects our long-term ambition: to scale responsibly, invest in great people, and build a business capable of supporting even more clients when they need us most.

Below is a snapshot of our progress in 2025.

Key achievements in 2025

Expanding our Group	Growing our office network	Strengthening our leadership	Recognition for excellence	Investing in our people	Championing the profession
<ul style="list-style-type: none"> • Four acquisitions completed: Scott Rees & Co, Sheldon Davidson Solicitors, Shoosmiths’ Serious Injury Practice, and Rayden Solicitors joined the Group. • Each acquisition has strengthened our specialist capabilities and brought high-quality colleagues and casework into Fletchers. 	<ul style="list-style-type: none"> • Three new offices opened in Birmingham, Northampton and Reading, supporting our increased presence across the Midlands and South. • Our Liverpool office expanded and our Bolton office underwent a full refurbishment, providing modern, collaborative spaces for colleagues. 	<ul style="list-style-type: none"> • We formed a new Executive Committee (ExCo), replacing the Executive Leadership Team and reflecting the scale of the Group today. • Four senior colleagues were promoted to Managing Directors, recognising their significant contribution to our growth and culture. • We also appointed six new Heads of Office across the UK, supported by 13 Deputy Heads of Office, ensuring strong, visible leadership in every location. 	<ul style="list-style-type: none"> • We celebrated outstanding results in the Legal 500 UK 2026, achieving five top tier rankings and cementing our position as one of the leaders in our field. • We were recognised nationally in the Chambers UK 2026 rankings across our core practice areas, highlighting the continued excellence of our specialist teams. 	<ul style="list-style-type: none"> • We welcomed Julie Duffy as our first dedicated Colleague Health and Wellbeing Lead, ensuring accessible, ongoing support for mental health and wellbeing. • Fourteen new Associates were appointed, and two female lawyers were promoted to Partner - a reflection of our commitment to career development and inclusive progression. 	<ul style="list-style-type: none"> • Alongside 13 other firms, Fletchers became a founding member of the new Association of Personal Injury Lawyers (APIL). • This collective step supports vital advocacy, research, and campaigning to protect injured people and uphold access to justice.

Our achievements

2025 has been an outstanding year of recognition for Fletchers Group and our colleagues. Across legal excellence, leadership, finance, technology, diversity and community impact, our teams have been celebrated by respected national and regional bodies. These awards reflect not only the talent within the Group but also the strength of our culture, our values and the exceptional work delivered every day for clients.

Manchester Legal Awards



Serious Injury Law (SIL) won **Personal Injury & Clinical Negligence Team of the Year**

Fletchers was also shortlisted for the **Equality, Diversity & Inclusion Award**



Liverpool Legal Awards

Fletchers was shortlisted for the **Equality, Diversity & Inclusion Award**



Jessica Roberts won Rising Star

Leadership and professional excellence

Alex Lynch, Chief Financial Officer, was awarded **Finance Director of the Year** at the Finance North West Awards



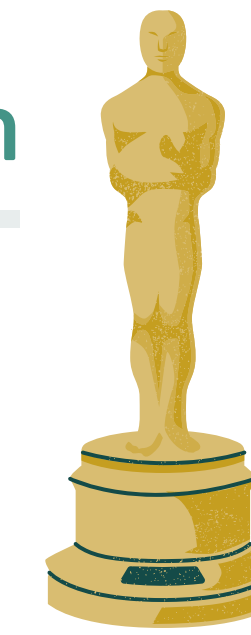
The Tech Team won **Information Security Team of the Year** at the Legal Technology Awards

Personal Injury Awards 2025

Sophie McGarry was Highly Commended for the Young Achiever of the Year Award

Legal and sector recognition

Simon Minton was accredited as an **Honorary Member** of the AvMA Specialist Clinical Negligence Panel



Parbeen Alamgir, Amy Clayton, Leanne Devine and Anna Ginty received formal APIL recognition for specialist expertise



Tony Armstrong became a **Fellow of the Costs Lawyer Association**, recognising excellence in costs law

Yorkshire Legal Awards

Fletchers was shortlisted for the **Personal Injury & Clinical Negligence Team of the Year**



Leadership in the legal community

Emma Semwayo and Saima Mazhar were appointed to their local Law Society Boards, strengthening our representation and voice across the legal sector.



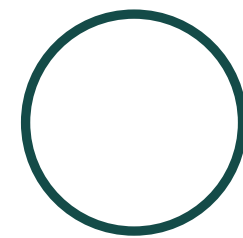
Mergers and acquisitions remain a core part of our long-term growth strategy. Over the past three years, Fletchers Group has completed seven acquisitions, each bringing high-quality people, specialist expertise and strong casework into the business. These integrations have strengthened our capability across personal injury, clinical negligence and, most recently, family law.

Our ambition remains bold: we are targeting four to five acquisitions each year as we continue to scale responsibly and sustainably.

Acquisitions completed in 2025



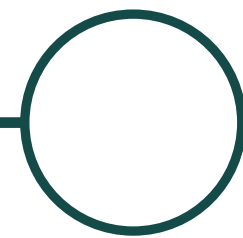
Scott Rees & Co Solicitors
January 2025



We welcomed around 100 fee earners and support staff from Scott Rees & Co as part of our first acquisition of the year. This long-established Northwest practice has enhanced our personal injury and clinical negligence capacity and expanded our regional footprint.



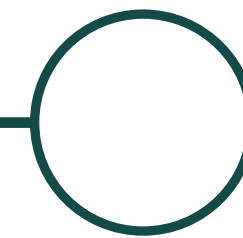
Sheldon Davidson Solicitors
June 2025



In June, we acquired Sheldon Davidson Solicitors, a respected Bury-based firm. This acquisition strengthens our clinical negligence offering and supports our commitment to providing specialist, high-quality services to clients across the Northwest.



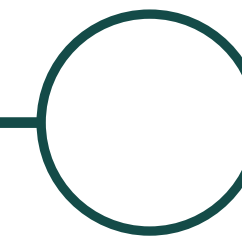
Shoosmiths' Serious Injury practice
August 2025



A landmark acquisition for the Group, we welcomed 80 new colleagues from Shoosmiths' serious injury practice. This move reinforces our position as a UK leader in serious injury law, further deepening our expertise and broadening our national reach.



Rayden Solicitors
November 2025

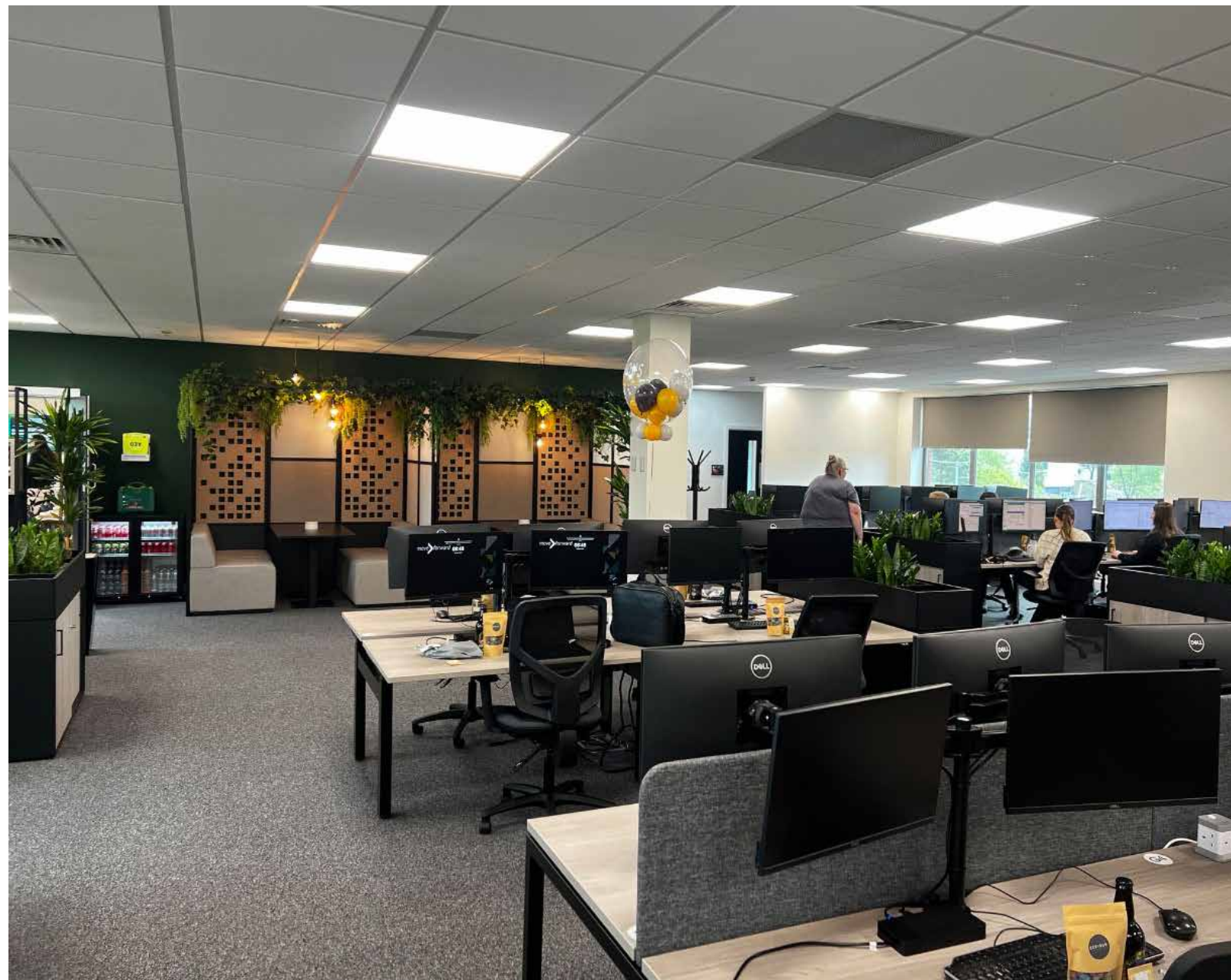


Our final acquisition of the year marked a significant diversification of the Group into another area of consumer law. Rayden Solicitors, one of the UK's leading family law firms, joined the business, representing the beginning of our expansion into a new legal area while maintaining our focus on specialist, complex casework.

A dedicated M&A function

To ensure every acquisition is delivered smoothly, respectfully and responsibly, we established a dedicated acquisitions team led by our Managing Director of Acquisitions, Charlene Mann. The team oversees every stage of the process - from due diligence and engagement to integration, culture alignment and colleague onboarding.

This structure ensures we grow with discipline and care, preserving the strengths of each incoming firm while embedding a shared culture and standard of excellence.



Why acquisitions matter

Strategic acquisitions allow us to:

- Support more clients to access justice by widening our reach and increasing capacity.
- Deepen our specialist expertise across high-value and complex areas of law.
- Increase efficiency and scalability through shared systems, processes and integrated ways of working.
- Enhance our culture and capability by welcoming talented people into a values-led organisation.
- Strengthen our market position as one of the UK's leading specialist legal groups.

For colleagues joining Fletchers, acquisitions offer career development, stability and the support of a business that invests heavily in its people.

By bringing together the very best of each firm, we build a stronger, more resilient organisation - one that continues to innovate, set standards and deliver outstanding outcomes for those we serve.



Using AI responsibly

Harnessing technology to improve outcomes for clients (Supporting SDGs 9 & 16)

At Fletchers, we are continually exploring ways to improve the claims process and help clients move forward with their lives after injury or illness. Artificial intelligence (AI) represents one of the most significant opportunities to enhance access to justice - not only for our clients, but across the wider legal sector.

Our ambition is clear: to lead the industry in the responsible development of AI, ensuring innovation always strengthens, rather than replaces, the expertise of our people.

Building specialist capability

This year, we expanded our in-house AI team from 10 to 14 specialists. Their work is shaped in collaboration with colleagues across the business - from legal practitioners to operational experts - ensuring every tool reflects the realities of casework and directly supports our teams.

Enhancing quality and efficiency

Strengthening GDPR and data compliance
We deployed a new internal AI tool to improve data-checking processes, enhancing GDPR compliance by identifying errors or risks more effectively and reducing manual review time. This has removed a repetitive administrative burden,

enabling colleagues to focus on more meaningful, client-centred work.

Accelerating medical record review

We developed our first user-facing software tool to support faster, more accurate review of medical records. AI does not replace professional judgement; it equips colleagues with clearer insights, reduces time-consuming tasks and enables them to manage more cases — ultimately widening access to justice.

Developing responsible AI principles

Innovation must be matched by responsibility. This year, we strengthened our governance through:

- A Responsible AI Policy - providing clarity on safe, appropriate use
- An AI Code of Conduct - outlining principles of ethics, transparency and accountability

These frameworks help colleagues understand both the benefits and risks of AI and support safe adoption across the Group.

A people-first approach

Across all AI projects, our guiding belief remains constant: AI supports our colleagues - it does not replace them.

Every tool we build is designed to:

- Reduce cognitive load

- Improve accuracy and consistency
- Free time for relationship-based work
- Strengthen the quality of client outcomes

AI enables us to scale the impact of our specialists and improve access to justice, but the expertise, empathy and judgement of our people remain at the centre of everything we do.





Our responsible business strategy

Our purpose and responsible business strategy

At Fletchers Group, we believe we have a responsibility to our people, our communities and our planet. This belief shapes how we operate, how we grow and how we support those we serve.

In May 2022, we launched our first three-year responsible business strategy, bringing together our commitments across our people (diversity, equity and inclusion), our community (charity partnerships and social mobility) and our planet (environmental sustainability). For the first time, these priorities were aligned under one ambitious, values-led framework.

Led by our Responsible Business Manager, the strategy has benefited from strong support across the Group. This year, 97% of colleagues shared positive or neutral feedback about Fletchers being a socially responsible business - a clear sign of shared commitment. We have also continued to build trusted relationships with external partners, including charities, law societies and other firms who share our ambitions.

Progress over the past three years

We are extremely proud of how far our responsible business practices have progressed since 2022. Highlights include:

- Founding our own charity, Fletchers Foundation.
- Launching Accelerate 2028, our equity, diversity and inclusion strategy designed to widen opportunities for underrepresented groups.
- Beginning our sustainability journey, including collecting emissions data and switching all offices to renewable energy.

These achievements demonstrate meaningful progress across all areas of the strategy and provide a strong foundation for what comes next.

The next phase of our responsible business strategy will be launched in the first half of 2026.



“ It has been a fantastic three years for our responsible business agenda with lots to be proud of, much of which you will see throughout this report. We are now using this learning to shape the next five years of activity, aligned under the themes of client impact, societal impact and industry impact. ”

Responsible Business Manager, Reece Hobson-Adams



The UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) provide a global blueprint for achieving a more sustainable and equitable future.

We have aligned our responsible business strategy with the SDGs most relevant to our work and our impact.



Responsible Business Impact 2025



Continued Gender balance in our leadership, with **6 out of 10** of our **Executive Committee** being women



Provided pro-bono **support** to the **families** of the **Southport tragedy**



Fletchers Foundation turned **2** and has approved over **£175,000** in grants

We now have **16 trained Mental Health First Aiders** across the group



One of our top lawyers appeared on **BBC's Crimewatch Live**, promoting road safety



Our colleagues have **fundraised over £70,000** for Fletchers Foundation and charity partners



Our 10th Employee-Led Network launched, focusing on **disability** and **long-term health conditions**

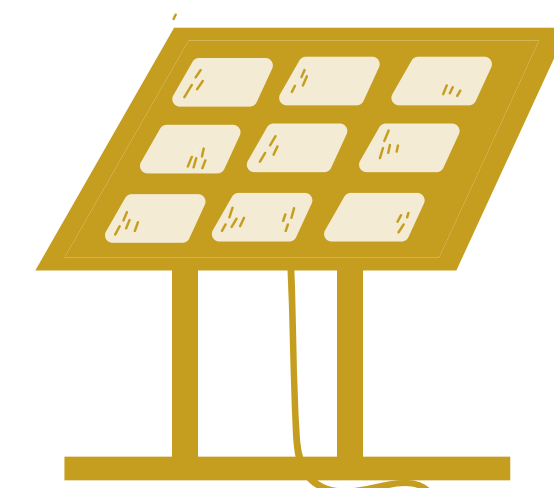


Our 10 offices are all now **powered by renewable energy**, up from 0 at the start of 2025

We've started our **Henpicked Accreditation** journey to become **Menopause and Menstruation Friendly Workplace**



We are signatories to **BITC's Race at Work Charter**





Helping our clients
with the moments that matter

In 2025, our legal teams managed thousands of personal injury and clinical negligence cases, securing millions of pounds in compensation for people whose lives had been changed through no fault of their own.

Clients come to us during some of the most challenging periods of their lives, often following life-changing events that have left them frightened, overwhelmed or uncertain about the future. Our specialist lawyers understand the profound physical, psychological and emotional toll of catastrophic injury or illness, and work closely with medical experts and rehabilitation professionals to make each case as smooth and supportive as possible.

We recognise that every case represents a real human story. At the heart of each one is a person or family whose life has been turned upside down. We are privileged to earn their trust and to guide them towards recovery.

While the following client stories highlight serious injuries and complex cases, at their core they represent something deeper: compassion, resilience and the difference that expert support can make to someone's life when they need it most.

Marks story – Rebuilding life after a devastating motorbike collision

In 2015, Mark was riding his motorbike when a driver turned right across his path. The impact was catastrophic, leaving him unconscious on the road. As traffic slowed and witnesses waited for paramedics, another driver attempted to overtake the queue, failed to see Mark lying injured, and struck him a second time.

What followed was a long and painful journey through surgery, hospital treatment and rehabilitation. The legal process ahead looked equally daunting. But through the interim payments we secured early in his case, Mark was able to access specialist rehabilitation far sooner than he expected - transforming his recovery and turning his story from one of tragedy into one of hope.

Mark's experience is a powerful reminder that behind every road collision statistic is a person whose world has changed in an instant. It also shows the difference that early rehabilitation, expert legal support and determination can make in rebuilding a life.

[How Mark Rebuilt His Life After A Devastating Road Collision](#)





Michelle's Story: Fighting for her grandson's future

Charlie was a healthy, thriving five-week-old baby when a preventable neonatal incident left him without oxygen for 45 minutes - an event that would forever change the course of his life. His grandmother, Michelle, was advised by a nurse that the harm may have been avoidable and that she may have grounds to seek answers.

When Michelle came to us, she was frightened, overwhelmed and determined to secure the support Charlie would need for the rest of his life. The successful outcome of the case now means Charlie can access specialist care tailored to his complex needs - care that allows him to thrive, learn, laugh and enjoy experiences that would simply not have been possible without support.

Michelle's story shows what compassionate advocacy can achieve: security, stability and a brighter future for a child who deserved better.

[Michelle's Story: Fighting for her grandson's future](#)

Cycling UK client story

Our client, a retired recreational cyclist in their sixties, set out for a short ride on a bright, dry day. While cycling downhill on a familiar stretch of road, a white van pulled out unexpectedly from a side junction. With little time to react, the client braked hard and attempted to swerve, but was unable to avoid a collision with the wall at the corner of the junction. The van drove away without stopping.

Suffering spinal and neck fractures, facial injuries and a head injury, the client was cared for by passers-by until emergency services arrived. When they instructed Fletchers, our team moved quickly to gather evidence and progress the claim. It was settled within 12 months for £100,000 and, as a Cycling UK member, the client received 100% of their compensation, saving more than £25,000 in fees.

The early outcome meant they could focus fully on their recovery and return to the retirement they had planned.

How the team supports clients

- Our File Handlers guide clients through the initial stage of their case, setting clear expectations from the outset and ensuring progress is maintained.
- Once records are gathered, our in-house Nurse Analyst team, part of Medical Law Services (MLS), reviews the material to assess merit and prepare the case plan. The team includes nurses with backgrounds in midwifery, cardiology, oncology, surgery, general practice and community care. Alongside reviewing medical records, they prepare paginated bundles, chronologies and indexes, and provide expert clinical insight to support case progression.
- Our Ambassador team reviews client surveys and shares feedback with legal teams to ensure we continue to deliver excellent service. They also support our 'Moments that Matter' initiative, which enables teams to send thoughtful gifts to clients during particularly difficult or meaningful moments in their journey.
- Our Auditee completes monthly call audits to ensure our file handlers are delivering accurate information and high-quality service. They also analyse and act on client feedback, helping us continually improve.

By taking care of the early stages of the journey, the Client Care team enables our legal specialists to focus fully on the litigation work that follows.



Client care in action

One client, who had recently given birth after previously losing a baby, received a gift from our team to acknowledge both the joy and emotional difficulty of the moment.

“ I have just received your gift for the baby. Thank you so much - it's so thoughtful and made me teary. Such a lovely thing to do. I really appreciate it. ”

- Birth injury client



Rebuilding lives through rehabilitation

As a firm, we have always believed that rehabilitation should come first. Earlier this year, we launched our in-house early rehabilitation and support service, designed to improve outcomes and quality of life for seriously injured clients. The Rehabilitation and Wellbeing team includes two Rehabilitation Managers and a Specialist Welfare Benefits Advisor.

This service goes beyond legal representation by offering a comprehensive range of medical, rehabilitation and emotional support - all under one roof. It is designed to help clients and their families regain independence, confidence and overall wellbeing.

The wraparound service includes:

- A comprehensive care assessment and the creation of personalised recovery plans
- Identification of early rehabilitation pathways and services
- Counselling and psychological support
- Support with adaptive technologies and equipment
- Resource and service navigation including complementary lived experience peer support
- Financial planning and management, from emergency budgeting to welfare and benefits advice

Impact:

- Around 200 clients have been supported through the service since January 2025.
- The team facilitated access to Care Coins, having bulk-purchased around 100 hours of trauma counselling for clients and their families.
- An emergency fund has supported clients experiencing hardship, including providing food packages and essential clothing.



Rehabilitation client story

One client - a husband and father of two young children - sustained a traumatic brain injury in a road collision. Police concluded the accident was entirely his fault, making insurer funding unavailable at this early stage. At the same time, the family had unresolved immigration issues, meaning they had no access to public funds. Language barriers added further complexity.

With consent, our Rehabilitation Manager engaged local charities to arrange emergency food parcels, and met with the family's social worker to advocate for support. We also secured a referral to a social prescriber - an option previously unexplored - which helped create a more active rehabilitation plan, including potential access to a gym programme.

This support ensured the family was not left to navigate crisis alone during an already overwhelming time.

Meet the team

Our Rehabilitation Managers, Gillian Webber and Julie Chorlton, bring extensive NHS experience, enabling seamless communication with clinical staff and helping us secure rehabilitation funding more quickly - easing pressure on NHS services and improving outcomes for clients.

Our Welfare Benefits Advisor, Carol Bennett, has over 20 years' experience supporting vulnerable individuals through the benefits system. She has helped many clients successfully reassess rejected PIP claims and access grants and benefits they were entitled to. Her support eases financial pressure and reduces reliance on already stretched services such as Citizens Advice.



Julie Chorlton
Lead Rehabilitation Specialist

Over 30 years' experience in rehabilitation and case management, delivering client-centred care and complex recovery planning.



Gillian Webber
Rehabilitation Manager

A highly experienced Occupational Therapist, specialising in catastrophic and neurological injuries, with a focus on independence and quality of life.



Carol Bennett
Specialist Welfare Benefits Advisor

More than 20 years' experience supporting people through the benefits system, helping clients secure the financial stability they need.



Helping clients abroad

Our International Injuries team supports people who are injured abroad, including during package holidays, cruise trips and airline travel. Even when UK jurisdiction is not possible, we remain committed to helping families navigate complex legal and emotional landscapes.

In some cases, this means working pro-bono as a conduit between British families and foreign legal teams, ensuring they feel supported and informed despite jurisdictional limitations.

One example is a family who lost their 44-year-old mother in a tragic boat crash in Turkey. Although the case could not be brought under UK jurisdiction, we are supporting the family and working with Turkish lawyers to help them secure justice.

In another case, we assisted the family of a murder victim in Amsterdam by liaising with Dutch legal teams as they progressed the criminal proceedings.

Our role was to support, guide and reassure the family throughout the process.



Fletchers Foundation

Fletchers Foundation (SDG 1, 3, 10 & 16)

Fletchers Foundation was launched in March 2023 as the charitable arm of Fletchers Group, created to help even more people move forward with their lives after injury.

Through our day-to-day legal work, we support clients whose injuries or illnesses give rise to a valid legal claim. However, we also encounter many people whose situations do not have a legal remedy, despite their profound and often life-changing needs. Fletchers Foundation exists to support these individuals through grants for equipment, therapies, aids, rehabilitation and wider practical support.

Individuals can apply for grants of up to £10,000 to help them regain independence, improve quality of life and access support that would otherwise be out of reach.

Alongside individual grants, Fletchers Foundation also funds charities, rehabilitation centres and community groups to deliver projects that help people rebuild their lives after injury.



Fletchers Foundation turns 2!

Fletchers Foundation turned two in March 2025! Over 200 guests joined for an evening of cocktails, canapes and cabaret, and to hear some heartfelt stories from some of our grant recipients.

And thanks to the generosity of our guests, over £15,000 was raised which went straight to Fletchers Foundation's grant programme.



What has been achieved in its first two years:



We supported someone via a **physiotherapy grant** to achieve **her dream of walking down the aisle**



8 charities have been awarded grants enabling them to support 500 people



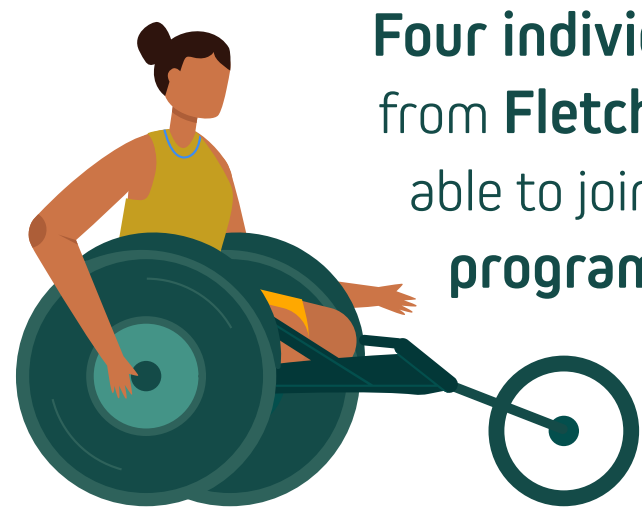
We co-sponsored the **England Women's Amputee Football team** for their first world cup in Colombia

97 grants have been awarded to 89 individuals with grants for **aids, equipment, physiotherapy, and therapy**



Fletchers Foundation has awarded over **£175,000** in grants

Sponsored a **Paralympic athlete** to take part in the **Adapted CrossFit Games in Vegas** in the summer of 2025



Four individuals after receiving support from **Fletchers Foundation**, have been able to join the **Paralympic training programme, in shooting, rugby and cycling**

This year we funded a joint project with **The Katie Piper Foundation & Headway Cambridge** that launched in May in which people from a low socioeconomic background with a **burn or brain injury, can access trauma therapy**



Luke's story

In 2023, 25-year-old Luke sustained a C5 incomplete ASIA B spinal cord injury after what appeared to be a routine tackle during a beach rugby tournament on the Isle of Wight. His opponent's knee struck his neck, breaking it and instantly paralysing him from the chest down.

Luke was taken immediately to St Mary's Hospital, where he was assessed, scanned and sedated before being transferred later that evening by air ambulance to Southampton General Hospital. He underwent surgery and spent six weeks in intensive care, followed by six months of intensive rehabilitation. Although he regained some upper-body strength and sensation, he remained unable to move his hands or anything below his chest.

When Luke returned to the Isle of Wight in March 2024, his family faced the immense challenge of adapting their home so he could live safely and with dignity. Through a combination of statutory funding and personal sacrifice, they were able to adapt the ground floor with a bedroom, wet room and widened doorways. But they could not afford the hoists he needed to transfer safely in and out of bed.

That is when they applied to Fletchers Foundation.

Our Trustees approved a grant for a ceiling track hoist and a travel hoist - essential equipment that allowed Luke to return home, maintain daily independence and spend time with friends and family. The travel hoist now enables him to go away for holidays and social visits, removing barriers that would otherwise have kept him isolated.

“ After suffering a broken neck & spinal cord injury in 2023, which has left me paralyzed from the chest down, I had been away from my home and family for 20 months in hospital & rehab. If it wasn't for the generosity of the Fletcher's Foundation for the funding of the hoists, then I still wouldn't be home, as they are an absolute necessity for my everyday life, as I use them at least four times a day. Myself and my family will be eternally grateful to you all, thank you so much. ”

Fletchers Foundation grant recipient, Luke



Colleague fundraising for the Foundation

This year, more colleagues than ever took part in fundraising activities, raising more than £10,000, including Gift Aid.

Office vs Office steps challenge

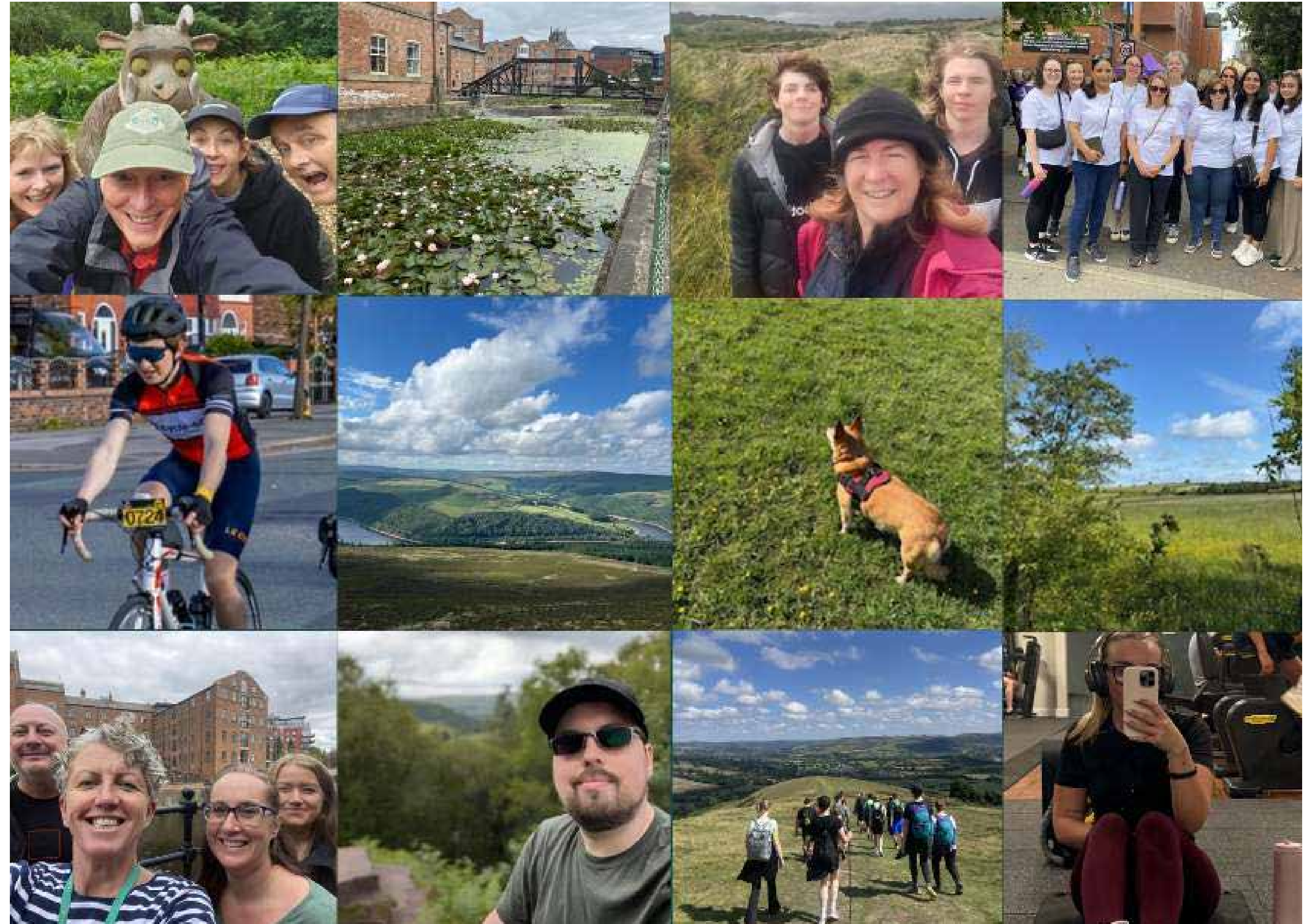
In June, 120 colleagues took on our most successful steps challenge to date: a month-long 'Office vs Office' competition in which six offices walked, ran or cycled their way to a combined 35 million steps, raising £4,374 for the Foundation. Our Cambridge office ultimately claimed the trophy.

Big Fletch Quiz of the Year

Two trainee solicitors in Liverpool organised the first-ever charity pub quiz for the Foundation. Over 80 colleagues attended, raising £600 — enough to fund play therapy sessions for a young girl recovering from an acquired brain injury.

Fletchers Foundation greek night

To end the year, we hosted a vibrant Greek Night in Manchester, filled with great food, dancing and the unmistakable sound of traditional plate smashing. Every ticket sold helped raise funds for Fletchers Foundation and the vital work we do to support people in need. Nights like this make a real difference, and we are incredibly grateful to everyone who joined us.





Our people

Our people

Our people are our greatest asset and the heart of Fletchers. Every colleague plays an instrumental role in shaping our services, strengthening our teams and driving the continued growth of the Group. We remain committed to creating an inclusive, supportive and ambitious environment where everyone can grow, lead and thrive.

Supporting our colleagues is central to our Responsible Business strategy under the 'Our People' strand - encompassing our Equity, Diversity and Inclusion (EDI) commitments, learning and development opportunities, and a wide range of health and wellbeing initiatives.

Learning and Development

Our Learning and Development team is guided by a simple principle: every talented person, whatever their background, should have access to a career in law. We invest in our colleagues, champion social mobility, and help open doors for people who might not otherwise have the opportunity to enter or progress within the profession.

In 2025, we expanded our programmes, opened new learning spaces and strengthened our outreach - ensuring that Fletchers continues to be a place where potential is recognised, nurtured and celebrated.



Growing and supporting new talent

Fletchers Academy – opening doors into law

Now in its fourth year, Fletchers Academy is our foundation programme for individuals who aspire to a career in law but may face socio-economic barriers to entry. It provides a structured, supportive route into the profession.

Highlights this year include:

- **100% retention** from last year's cohort
- **Seven new starters** joining in October
- A five-week programme focused on **core legal concepts, practical skills, client care, and confidence-building**
- Department placements providing **real-world paralegal experience**
- **Clear progression routes** into solicitor and CILEx apprenticeships

Several Academy graduates are now moving through qualification pathways, demonstrating the long-term impact of this initiative.

Record-breaking routes to qualification

This year, we offered 30 qualification opportunities - the highest number in our history. With expected changes to apprenticeship funding rules in 2026, we prioritised maximising access for colleagues across the Group, including those who joined through acquisitions.

Colleagues are now progressing through:

- **Training Contracts**
- **CILEX Apprenticeships**
- **Graduate Solicitor Apprenticeships**
- **Cost Lawyer qualifications**

These routes form a key part of our commitment to career progression and diversifying entry into the profession.

Spotlight: our first southport open day

We hosted our first open day for aspiring young people under 16 at our Southport office. Attendees heard career stories from our colleagues, explored apprenticeship and training routes, and learned about the Academy pathway. Feedback was overwhelmingly positive, and further events are planned across other locations in 2026.



Colleague story – Olivia Emmett

“ I started the apprenticeship straight from school. Although I applied to university, I didn’t get the grades for my first choice. Thankfully, I was offered the apprenticeship, and it turned out to be the best decision I could have made.

Without this opportunity, I don’t think I would have pursued a career in law. I was uncertain due to the highly competitive nature of securing training contracts, the challenges of relevant experience, and the student loans that would need to be incurred.

This experience has equipped me with a range of practical skills that are often not taught in university but are essential for working in an office environment. Even at the age of 20, I was given the opportunity to run files and experience being a file handler.

When I sat the SQE (Solicitors Qualifying Exam) earlier this year, I encountered several questions that I was able to answer thanks to my on-the-job experience.

I have now qualified at the earliest possible age and bought a house at the age of 24. ”

Community engagement and social mobility

(Supporting SDG's 4, 8 & 10)

Outreach and education partnerships

Our outreach team works closely with schools, colleges and universities to broaden access to the legal profession. This year we supported mock interviews, attended legal fairs and provided career guidance across our regional hubs.

In October, Lorna Bailey represented Fletchers at the Leeds Law Society Conference to discuss barriers to entering the legal profession - reflecting our ongoing commitment to improving social mobility.



Creating spaces for learning and community events

We have created two new Learning and Development spaces at our Southport office, designed for collaboration, creativity and professional growth. They have already hosted a wide range of activity, including school open days, productivity training, new colleague inductions, Fletchers' Academy training sessions and community events such as Breakfast with the Rainbow Hub and our road safety partnership event with Brake. These spaces reflect our long-term investment in our people and our communities.



Lobbying for fair access to legal apprenticeships

Legal apprenticeships are a vital pathway into law, particularly for colleagues from lower socioeconomic backgrounds. Throughout 2025, we lobbied against proposed government reforms to cut funding for Level 7 legal apprenticeships.

We published a position statement, engaged national stakeholders, and our Head of Learning & Development, Lorna Bailey, spoke to the Law Society Gazette and wrote to MPs across the Northwest and Yorkshire.

Despite this, the government confirmed that funding will be significantly restricted from January 2026.

We are now reviewing how we continue to support access to the profession, and our commitment to social mobility remains unchanged.

“ This is a deeply disappointing decision... The legal industry is at risk of returning to a middle-class profession. ”

Lorna Bailey, Fletchers Head of Learning and Development



Supporting qualified colleagues

(Supporting SDG's 4 & 8)

Rising Stars programme

Our Rising Stars programme supports newly qualified lawyers in their first three years post-qualification. Its focus is on building confident, capable legal professionals with strong personal brands and leadership potential.

Participants benefit from:

- Advanced legal skills training
- Mentoring from experienced Associates
- Opportunities to collaborate on business improvement initiatives

This programme nurtures the next generation of leaders and contributes directly to the continual strengthening of our legal teams.

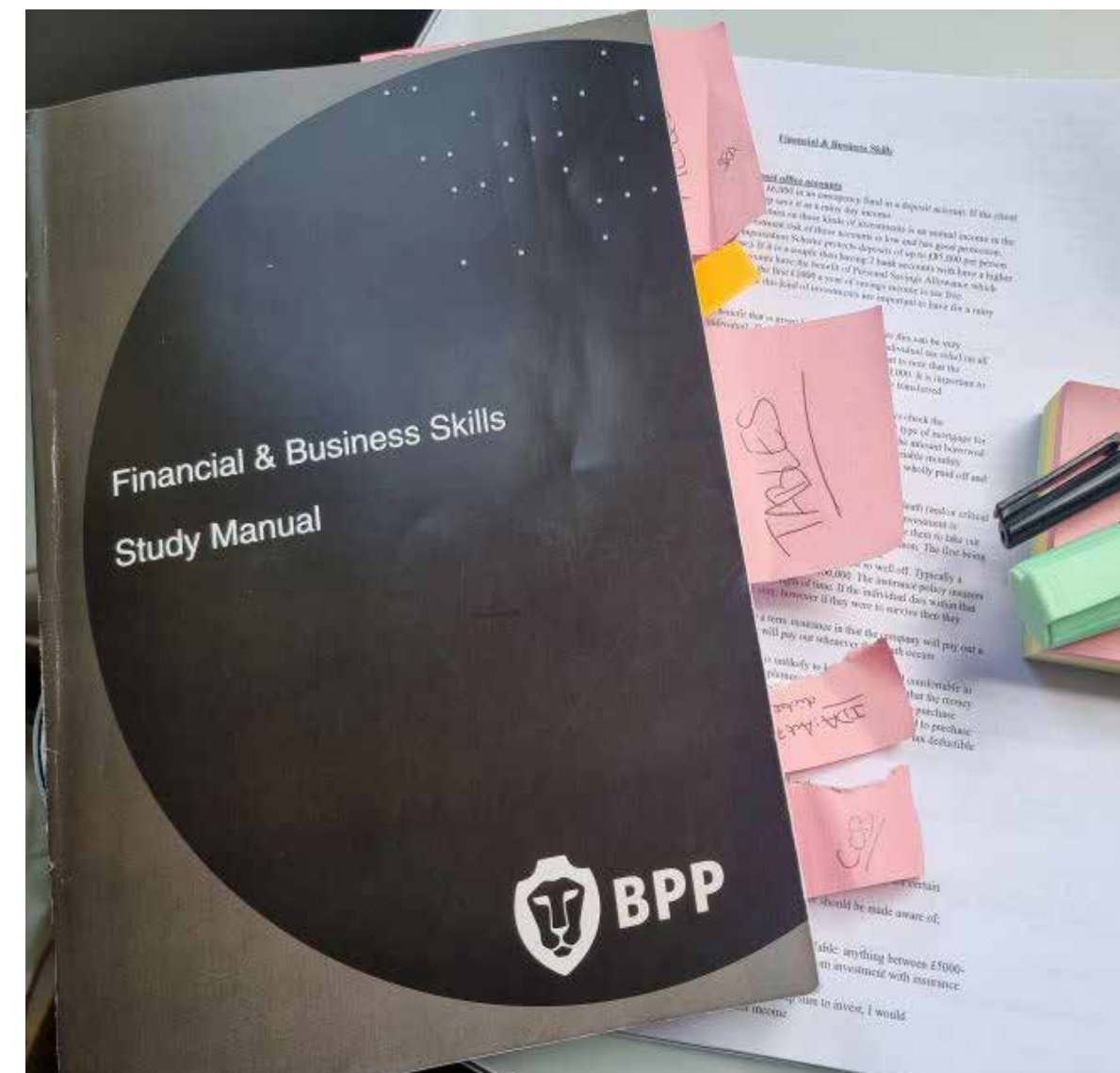
Associates Development programme

Now in its inaugural year, the Associates Development Programme supports some of our most skilled and high-performing lawyers in shaping their long-term careers.

Key components include:

- Leadership development
- Business acumen training
- Personal brand enhancement
- Structured mentoring opportunities, including supporting newly qualified lawyers

This programme reinforces our culture of excellence and strengthens leadership capability across the firm.



Leadership development – strengthening Fletchers for the future

Developing strong, authentic and confident leaders is central to our growth strategy. Over the past year, we have made significant investment in leadership development at every level of the business.

Team Leader Development programme

Around 50 team leaders completed a three-month programme focused on:

- Leadership of self, others and the business
- Building stronger relationships across departments
- Managing people, performance and process
- Understanding personal leadership strengths

The programme concluded with a reflection session, and a new cohort will begin in January 2026.

Forward Leader programme – developing senior leaders

Launching in early 2025, this programme will support over 50 partners and heads of department, helping to embed a consistent, high-performing and strategically aligned leadership culture across the Group.

Participants will:

- Explore leadership styles
- Experiment with new approaches
- Align leadership behaviours to our growth strategy
- Collaborate in coaching ‘learning pods’
- Develop actionable commitments for continuous growth



Equity, diversity and inclusion (Supporting SDG's 5 & 10)

Diversity and inclusion are a moral and business imperative. We believe our teams, including at Board level, should reflect the communities we serve. We know we are stronger when colleagues bring different perspectives and lived experiences.



Accelerate 2028

Launched in October 2023, our five-year EDI strategy sets ambitious targets across gender, ethnicity and socioeconomic diversity.

Our targets:

- Gender balance in senior leadership to match the wider workforce
- Doubling colleagues and leaders from minority ethnic backgrounds
- Increasing colleagues and leaders from lower socioeconomic backgrounds

Numbers have increased in several categories, but leadership representation for minority ethnic and lower-socioeconomic colleagues has not risen in line with overall growth. To address this, we have hired a new L&D Business Partner focused on outreach and progression, and we have further partner promotions planned for 2026, including colleagues from recent acquisitions.

With these actions in place, we are confident that representation across these two demographics will continue to improve and support progress towards our 2028 targets.

Progress so far:

	2024	2025	2028 Target	Progress?
Women in Leadership	50%	56%	60%	Improvement
Minority Ethnicity (All colleagues)	10.35%	13%	20%	Improvement
Minority Ethnicity (Leadership)	11%	7.5%	10%	Decrease
Social Mobility (All colleagues)	33%	34%	40%	Improvement
Social Mobility (Leadership)	27%	26%	33%	Slight decrease

Online EDI training

This year, we launched two online EDI training modules for all colleagues as part of our commitment to embedding inclusive leadership, improving recruitment and supporting progression pathways..

Employee-led networks

At Fletchers, we have ten Employee-Led Networks (ELNs) that give colleagues a space to connect with others who share similar lived experiences, while also helping to educate, support and celebrate members across the business.

This year, we were delighted to launch three new networks - Health Hive, Menstrual Health Support and Enable.

We are also proud that four of our networks now focus specifically on supporting and empowering female colleagues.

Throughout 2025, our network leads have worked hard to connect colleagues, drive positive change and foster an inclusive culture through a wide range of events and engagement activities.



Employee-led network highlights 2025



2 committees set up



3 partnerships



7 campaigns



3 in-person events



1 internal conference



3 member surveys

15 informative talks



7 socials



1 external event



Lots of coffee catch-ups

ELN Achievements

1. Empower Her

Empower Her delivered a wide range of impactful activity this year. International Women’s Day saw in-person panel discussions across our offices, chaired by a male ally and featuring colleagues and external speakers reflecting on leadership, achievements and the challenges women in the legal profession continue to face. Members described the sessions as inspiring and eye-opening, with one noting: “My takeaway was to make your own path - no one else is going to do it for you. Reach out to your networks, learn, grow and believe in yourself.”

In June, network lead Lorna Bailey organised our first Women Supporting Women internal conference. The event brought colleagues together to explore the power of supportive female networks, aligned with our Accelerate 2028 goal to increase women in leadership. Sessions included trainee-led conversations with senior leaders, followed by a panel of female ELN leads discussing how women can champion one another in the workplace. Guests also donated workwear and raised funds for Smart Works, a charity supporting unemployed women with clothing and interview coaching.

In December, we hosted our first Festive Market, welcoming seven local women-owned businesses and five female colleagues who showcased their products and helped raise over £400 for Southport Soup Kitchen. Local media attended, further amplifying the event’s impact.



Festive markets

During December, we hosted our first ever Festive Market event, all in support of Southport Soup Kitchen.

We invited seven local women-owned businesses into our office, along with 5 talented female colleagues, all of whom set up stalls to share their amazing products.

It was a brilliant day to meet inspiring women, shop locally, and support an incredible Southport cause at a time of giving.

The vendors all kindly contributed to our raffle, which helped us raise over £400 for Southport Soup Kitchen; in time for them to support those in need this Christmas.

A journalist from Stand Up For Southport attended, enabling local promotion of the businesses and charity.



2. REACH

Ramadan

REACH delivered a rich programme of cultural, educational and community-focused activity throughout the year. During Ramadan, the network supported colleagues by providing guidance for managers, sharing a resource guide, coordinating a food donation drive and supplying prayer mats across our offices. Colleagues also created gratitude garland walls, and five Muslim colleagues hosted a heartfelt roundtable discussion exploring the Five Pillars of Islam. We marked Eid with halal lunches across all offices.



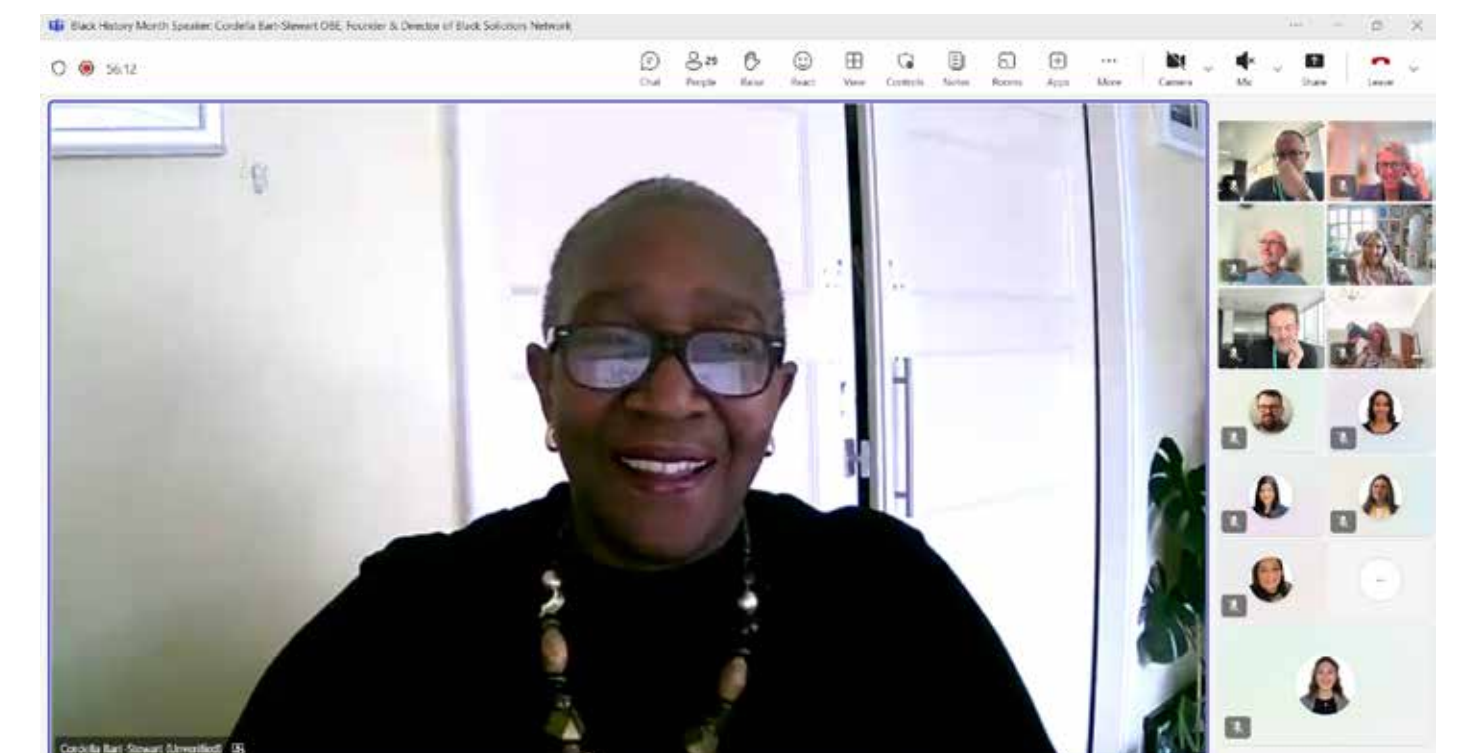
Vaisakhi

For Vaisakhi, we supported celebrations by donating to a local temple so it could offer Langar, a free communal meal central to the festival. A Sikh colleague attended a Nagar Kirtan and wrote an internal article to bring the experience to life and help colleagues understand its significant importance to both their Sikhs and Hindus.



Black History Month

In Black History Month, we signed up to Business in the Community's Race at Work Charter and welcomed Cordella Bart-Steward, co-founder of the Black Solicitors Network, as a guest speaker. Throughout October, we spotlighted REACH committee members in our weekly newsletter and celebrated with West African and Jamaican dishes across our offices.



3. Proud

Our Proud network continued to play a central role in our Pride Month celebrations and year-round LGBTQ+ inclusion work. The network developed internal resource guides on the history of Pride, allyship and recommended media, events and charities, helping colleagues deepen their understanding and support. Proud members also guest-edited our weekly newsletter, sharing personal reflections on identity, community and representation.

In 2025, Proud donated to Not a Phase, a grassroots charity supporting trans people, and contributed to Hulme Grammar School so they could host the only Pride celebration event in Oldham for young people. We were also proud to be the headline sponsor for Sefton Pride for the third consecutive year — a special connection given Fletcher's roots in Southport.

We continued our tradition of marching at Manchester Pride, with over 100 colleagues joining the parade this year. All merchandise for the march was sourced from a local independent LGBTQ+ business, reinforcing our commitment to supporting the community both internally and externally.



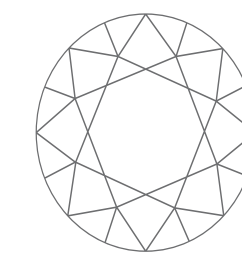
4. Menopause Support Group

Our Menopause Support Group continued to strengthen awareness and support for colleagues experiencing menopause or menstruation-related health challenges. To mark World Menopause Day, we announced a new partnership with Henpicked, reflecting our commitment to becoming a Menopause and Menstruation Friendly employer. Henpicked is a globally recognised accreditation service, and this partnership represents an important step in enhancing workplace support.

As part of our ongoing focus on colleague wellbeing, our Executive Committee met with our Colleague Wellbeing Lead and the leads of both our Menopause and Menstruation ELNs to listen to internal feedback and discuss how we can continue to improve support across the business.

We also introduced free period products and emergency clothing supplies in every office for colleagues experiencing unexpected or breakthrough bleeding.

To further raise awareness, our Colleague Wellbeing Lead delivered an online session on Menopause and Nutrition, exploring how everyday lifestyle choices can help manage symptoms and support overall wellbeing.



H E N P I C K E D

MENOPAUSE HUB

5. Maternity Returners

Our Maternity Returners network continued to play an important role in improving the experience of colleagues returning from maternity leave. Last year, the network hosted a focus group to explore the varied challenges colleagues face when returning to work, with the aim of improving and standardising support across the business.

In response to this feedback, we transformed our former prayer rooms into multifunctional Faith and Wellbeing Rooms that offer more holistic support for all colleagues. Each space now includes a comfortable chair, privacy screen, cleaning products, an “engaged” sign and a small fridge, alongside listed prayer times. These changes ensure that colleagues who need to pray, express milk or take time for personal wellbeing have access to private, dignified facilities.

To support colleagues’ transition back to work, our HR team now sends a welcome-back gift - a post-box spa package with a personalised message - to help colleagues feel appreciated and supported upon their return. Our People Team is also exploring further improvements, including an information guide for managers to help them navigate conversations and provide the right support for returning parents.



6. NeuroNetwork

Through our partnership with Business in the Community (BITC), we are taking part in a two-year research project with the University of Huddersfield titled Neurodiversity at Work: Developing neuro-inclusive organisations and disability-confident leaders. As part of this work, our People Team has attended all eight in-person workshops, and members of our NeuroNetwork are contributing to a series of Neurodivergent Lived Experience Forums. The project aims to drive structural and cultural change, share best practice and co-create a neuro-inclusive educational resource and training toolkit for organisations.

To further embed support internally, we have also introduced nine Neurodiversity Office Champions across our offices. These colleagues play an important role in fostering a neuro-inclusive culture by offering a listening ear, signposting support and assisting neurodivergent colleagues and those with neurodivergent children.



7. Fertility Support Group

This year, we marked our first Fertility Awareness Week - an important opportunity to challenge perceptions around fertility issues and treatment, and to highlight the support available to colleagues affected. We also emphasised that fertility is not solely a women’s health issue, but one that can impact people of all genders.

We understand the emotional, financial and time-intensive challenges that fertility issues and treatment can present. Throughout the week, we promoted our Fertility Policy and the work of our Fertility Support Network, helping colleagues understand the support available to them.

Midway through the campaign, an acupuncturist delivered an informative online session covering fertility, treatment pathways and related conditions such as endometriosis. Our network lead also hosted an online lunchtime drop-in session, giving colleagues a safe space to ask questions or simply check in.

We were especially pleased to welcome the network’s first male member, reflecting the inclusive and growing nature of this important support community.

8. Health Hive

Health Hive launches during Wellbeing Week.

To kickstart the year and help colleagues build healthy habits, we organised our first Wellbeing Week, promoting positive physical and mental health. Throughout the week, colleagues enjoyed a range of activities, including refreshing ginger shots, a healthy drop-in session with our Mental Health Champions, a vision-board workshop and a wellness journal gift.

We also used the week to launch our newest employee-led health and wellbeing network, introduced through a lunchtime session with a holistic therapist.

Twelve months on, Health Hive has grown into one of our most popular networks, with nearly 150 members. Over the year, it has organised activities such as an in-person Pilates class, a nutrition seminar and local park runs.



Given the success and enthusiasm from colleagues, we are excited to run Wellbeing Week again in January 2026.

9. Menstrual Health Support

Our Menstrual Health Support network launched in May during Women’s Health Week, introduced through an online session hosted by the network lead and our Colleague Wellbeing Lead. The network provides a safe and supportive space for colleagues who menstruate to seek information, advice and community. Its purpose is to break the stigma surrounding periods, build understanding of symptoms and help colleagues manage menstrual health confidently alongside their careers.

In September, the network delivered its first PCOS Awareness Campaign, highlighting the significant physical and emotional impact that Polycystic Ovary Syndrome can have. Our Colleague Wellbeing Lead, who is also a qualified nutritionist, hosted a lunch-and-learn session on nutritional approaches to supporting menstrual health. The network also created a dedicated PCOS resource guide featuring webinars, articles and recommended accounts to follow. To close the campaign, the CEO of PCOS Relief joined us to share her personal journey - from working in law to receiving a PCOS diagnosis and founding the charity.



We're proud to announce our 10th Employee-Led Network

 This graphic features a red curved banner at the top with the text "We're proud to announce our 10th Employee-Led Network". Below the banner is the "fletchers enable" logo, which includes a square icon with a circular arrow design. Two circular portraits of network members are shown below the logo. The bottom right corner of the graphic has a yellow triangle with three white chevrons pointing right.

10. Enable

Our Enable network launched on the International Day of Persons with Disabilities, creating a space for colleagues with lived experience of disability and long-term health conditions to come together. Its purpose is to share insight, offer mutual support and deepen our collective understanding of disability as we continue to build an inclusive culture across the business.

Since launching in December, the network has grown to almost 40 members, many of whom have already begun meeting to discuss the types of activity, resources and support they would find most valuable in the year ahead.



Colleague wellbeing

At Fletchers, we are committed to building a culture where wellbeing is part of everyday working life - not a one-off campaign or initiative. In January, Julie Duffy joined us as our first Colleague Wellbeing Lead, a role dedicated to providing holistic pastoral support for colleagues who need guidance, reflection or simply a listening ear. Alongside 1-to-1 coaching, Julie works closely with our Responsible Business team on wellbeing campaigns, training and employee-led network support.

Since joining, Julie has received over 150 referrals, with many colleagues engaging in ongoing coaching.

Through confidential 1-to-1 sessions across all offices, Julie has supported colleagues experiencing anxiety, workplace stress, low confidence, imposter syndrome, neurodiversity-related challenges and personal circumstances impacting work. Each session includes practical strategies and evidence-based techniques, along with follow-up resources to help embed positive changes. This approach has strengthened coping skills, boosted confidence and contributed to a more proactive wellbeing culture across teams.

In 2026, Julie and our People Team will begin shaping our first firm-wide Wellbeing Strategy.



“Fletchers understands that the legal sector presents particularly unique pressures to employees. I’ve been consistently busy since we rolled out the support, and have had many colleagues reach out to me to speak about their mental health for the first time ever – which speaks volumes about how needed this support was. It’s a real privilege to be trusted in this way.”

Fletchers Colleague Wellbeing Lead, Julie Duffy

Colleague testimonials

100% of colleagues who accessed support from our Colleague Wellbeing Lead said they would recommend it to others. Below are a few reflections shared by colleagues this year:

“Julie was so understanding and it helped to talk things through openly, relieving the stress of dealing with it alone.”

“She explains the science behind her approach and draws on her own experiences, which makes her support relatable.”

“Feeling listened to and heard. Julie has been an incredible help to me, and for the first time in a long time, I feel like there is light at the end of the tunnel.”

Mental health champions

This year, training was delivered to more than 50 Mental Health Champions (MHCs), focusing on the do's and don'ts of the role, recognising early signs of poor mental health and confidently signposting colleagues to appropriate support.

Our MHC network complements the work of our Colleague Wellbeing Lead by providing trusted first-line support within each office. We also appointed new Mental Health Coordinators in Bolton and Cambridge, bringing the total to seven. Coordinators help raise the network's profile and lead activities such as our quarterly mental health breakfasts, which reinforce that wellbeing conversations do not need to be formal or crisis-driven - sometimes simply being seen and heard makes all the difference.

To support ongoing development, each Champion receives 30 minutes of credited time every quarter to join dedicated wellbeing training.



Mental health first aiders

We recognise that mental health first aid is as important - and potentially lifesaving - as physical first aid. This year, colleagues across our office locations completed accredited training to become Mental Health First Aiders, bringing our total to 16, alongside numerous Physical First Aiders across the business.

Mental Health First Aiders have completed a two-day accredited course, equipping them with a deeper understanding of mental health conditions, crisis response and supportive listening. They act as an accessible point of contact for colleagues in distress, providing non-judgemental support and signposting to professional help where needed.



Colleague wellbeing events

1. Time to Talk Day

In February, we marked Time to Talk Day by encouraging colleagues to come together to talk, listen and support one another. Alongside signposting to existing wellbeing resources, our Mental Health Champions set up conversation-prompt Jenga blocks in kitchen areas across all offices, helping spark informal conversations between colleagues who may never have spoken before.

2. Stress Awareness Month

Recognising that April can be a high-pressure period due to the end of the financial year, we focused on accessible self-care tools for Stress Awareness Month. We curated a playlist of relaxation music and wellness podcasts, shared daily wellbeing prompts to support a month-long self-care challenge, and placed relaxation-themed hampers in communal spaces filled with anti-stress products.



3. World Mental Health Day

For World Mental Health Day on 10 October, we encouraged colleagues to complete the Zero Suicide Alliance Awareness Training, offering 30 minutes of billable-hours credit to support participation.



Nurse analysts

Our in-house nurses from the Medical Law Services (MLS) team continue to play an important role in colleague wellbeing. They offer complimentary quarterly health checks, including height, weight and blood pressure monitoring, alongside lifestyle advice.

On International Nurses Day, we celebrated our Nurse Analysts with a small gift and an internal spotlight series where they shared what they love most about nursing and supporting clients.

The team also writes regular blogs aligned to national health awareness campaigns, producing 16 informative posts this year on topics ranging from Turner Syndrome Awareness Day to Cervical Screening Week.

4. Winter wellbeing pick 'n' mix event

In November, our Mental Health Champions replaced their usual breakfast meetup with a Winter Wellbeing Pick 'n' Mix event. As darker days and colder weather can affect mood and energy levels, colleagues were invited to build their own mini wellbeing packs at stations across our offices. It was also an opportunity to connect with local Mental Health Champions in an informal, supportive setting.



Colleague engagement and social events

We know how important it is for colleagues to connect outside day-to-day work. Every office now has its own Social Committee, ensuring events feel locally relevant and reflect the culture of each location..

All-Colleague days

Each month, our offices host themed All-Colleague Days to encourage in-person collaboration, connection and community. Since the pandemic, these days have become an essential part of fostering belonging across hybrid teams.



Breakfast club

This year we launched a new monthly initiative - Breakfast Club - designed to bring colleagues together for a short burst of learning and connection at the start of the workday.

Each session lasts 45 minutes and includes breakfast, updates and insights from different teams.

Our first session in Manchester explored local networking opportunities and Manchester Law Society involvement.

The second session in Southport featured Kirsty Thomas-Horton and special guest Lyndsay Fahey, CEO of Rainbow Hub, who shared insights into the charity's life-changing work supporting young people with neurological and physical disabilities.

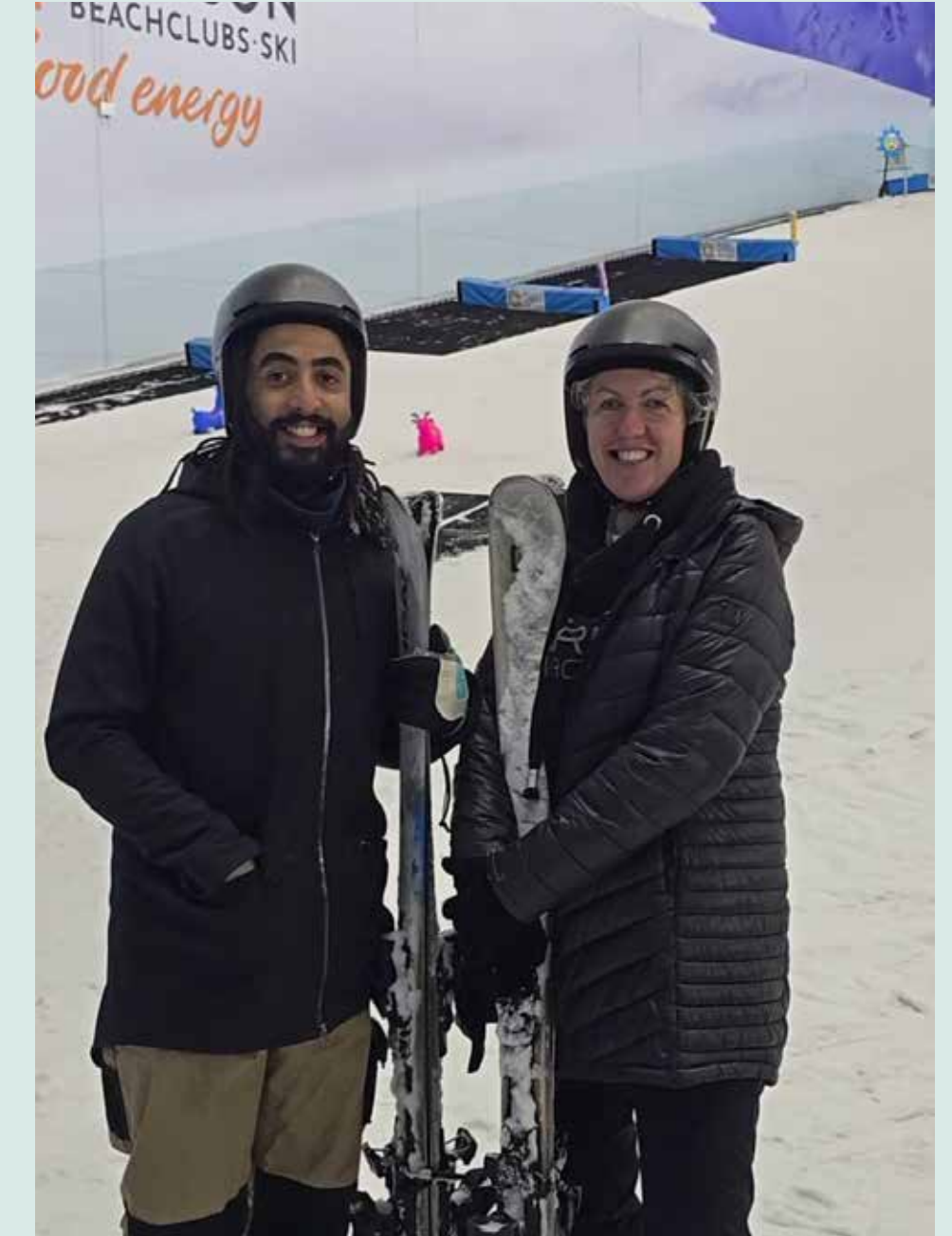


Family fun days

To thank colleagues and their families, we hosted two large-scale family fun days.

In June, 250 colleagues and family members joined us at Adventure Coast in Southport for rides, games and entertainment. Later that month, we held our first fun day outside Southport at Chill Factor, welcoming around 500 attendees for snow park activities, ski sessions and indoor climbing suitable for all ages.

fantastic morning at Chill Factor. With approximately 500 attendees in total, and a great mix of snow park fun, ski sessions, and indoor climbing, there was something for all ages - from little ones to teens.



Fletchers Conference 2025

In September, nearly 900 colleagues gathered at Diecast in Manchester for our annual conference - a day full of energy, storytelling and celebration. This year's theme, "Anything is Possible", reflected our belief in potential, progress and the power of our people. Highlights included keynote sessions from our CEO, young colleagues, clients and special guests.

Ahead of the event, colleagues nominated peers for our Summit Awards, recognising those whose inspiring and selfless contributions outside of work truly embody the spirit of the day.



Our eight Summit Award winners:



Saffron Law – for her commitment to the Social Mobility Foundation, mentoring and supporting young people from less privileged backgrounds.



Jordana Wood – for providing weekly companionship to a blind veteran, helping to combat loneliness and offer meaningful social connection.



Conor Foreshaw – for organising a community football tournament in memory of Elsie Dot Stancombe, uniting the local community and raising funds for her family following the tragedy in Southport.



Sarah Bousfield – for her voluntary work as an Independent Visitor, building trust and offering consistent support to a young person in care.



Anna Gillespie – for fostering rescue dogs with compassion and patience, helping them recover from trauma and transition into safe, loving homes.

Jayne Buckley – for volunteering as a counsellor supporting survivors of sexual violence, dedicating her time to providing essential emotional support.



Peter Daly – for founding Talking Toffees, a nonprofit football group supporting men's mental health and fostering a strong, inclusive community.

Peter Mavrakis – for championing men's mental health through Mandem Meetups, creating safe spaces that encourage open conversation and reduce stigma.

Colleague engagement and social events

Supporting acquisitions through engagement

Effective integration is essential during mergers and acquisitions, and we work hard to ensure new colleagues feel welcomed and part of the Fletchers culture from day one. Support includes wellbeing welcome hampers, participation in All-Colleague Days, welcome breakfasts in every office, tailored office guides, informal welcome parties, and early pastoral support from our Colleague Wellbeing Lead.

Fletchers Book Club launch

This Christmas, our colleagues demonstrated incredible generosity during our festive donation drive. Across all offices, thousands of food, toiletry, clothing and toy items were donated and distributed to 14 local charities supporting vulnerable individuals and families.

Together, these initiatives reinforce our commitment to ensuring every colleague feels supported, empowered and able to thrive at every stage of their journey with Fletchers.

Christmas donation drive

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Together, these initiatives reinforce our commitment to ensuring every colleague feels supported, empowered and able to thrive at every stage of their journey with Fletchers.



fletchers
book club





Our community

Supporting our local communities has been part of Fletchers' ethos since we opened our first office in Southport in 1987. Today, our commitment continues through charity partnerships, community investment and programmes that promote social mobility and opportunity for young people. Across all our locations, colleagues are engaged in meaningful work that helps strengthen the places where we live and operate.

Our offices

At the beginning of the year, we announced the promotion of six talented colleagues to Heads of Office across the UK: Michelle Heyes, Saima Mazhar, Gillian Lakes, Tim Moulton, Claire Hutchinson and Emma Semwayo. All have demonstrated exceptional leadership and a strong commitment to our culture.



In their roles, Heads of Office support colleague welfare, champion the Fletchers culture, act as day-to-day senior leaders, and raise the profile of their office within its region. To strengthen this further, 13 Deputy Heads of Office have since been appointed to support engagement, culture and client service across all locations.

Office highlights:

Southport

We were honoured to sponsor the Unsung Hero Award at this year's Pride of Sefton Awards, celebrating individuals who make a profound difference across Southport, Crosby, Formby, Bootle, Maghull and the wider Sefton community. After a difficult year for Southport, the event was a powerful reminder of the resilience and generosity within our local area.

We were also proud to support the Southport Flower Show, supplying volunteers with branded high-vis vests for a packed weekend of beautiful displays, special guests and demonstrations - from falconry to a dog show.



Manchester

To mark International Women's Day, we hosted our first Female Lawyers Breakfast Networking (FLBN) event at King Street Townhouse, bringing together female professionals for a morning of connection and a panel discussion on imposter syndrome led by our Chief Commercial Officer, Zoe Holland MBE.

Later in the year, we co-hosted Networking with a Difference in support of Lia's Wings, raising funds for emergency air transfers for critically ill children and uniting professionals from across the region for an evening of purposeful networking and community support.



Leeds

We hosted two fundraising evenings in support of Action against Medical Accidents (AvMA), raising over £1,000 for the charity and hearing from Anna Devine, AvMA’s new Director of Fundraising, Marketing and Communications. In September, we also partnered with Leeds Law Society for a session on Menopause and the Workplace, led by menopause expert Lisa Wright of Menopause the Wright Way, with organisations from across the city attending.

Liverpool

More than 60 colleagues joined the Big Fletch Quiz 2: Quiz Time, It’s Personal, raising £785 for Rainbow Hub. Congratulations to the winning team, Sams and the Klingons, and thank you to everyone who donated or took part.



Sam Leonard, from our Transformation team, coordinated a fundraising campaign - including a Christmas single recorded with his band - to support The Walton Centre NHS Foundation Trust, which saved his friend’s life after a catastrophic brain haemorrhage.

Colleagues also visited Liverpool John Moores University to deliver a session on commercial awareness and qualification routes, helping students deepen their understanding of the skills, responsibilities and regulatory landscape in legal practice. The workshop received exceptional feedback.

Bolton

In May, we reopened our refurbished Bolton office - a modern, collaborative space with increased capacity and improved facilities. To celebrate the launch, colleagues received wellbeing-focused desk-drop gifts sourced from local suppliers.



Cambridge

In April, our Cambridge office helped collect more than 1,000 Easter eggs, which were donated to four local charities - East Anglia’s Children’s Hospice, Meadows Children & Family Wing, Cambridge Women’s Aid and Cambridge Women’s Resources Centre. These donations provided much-needed support to families and young people across Cambridgeshire.



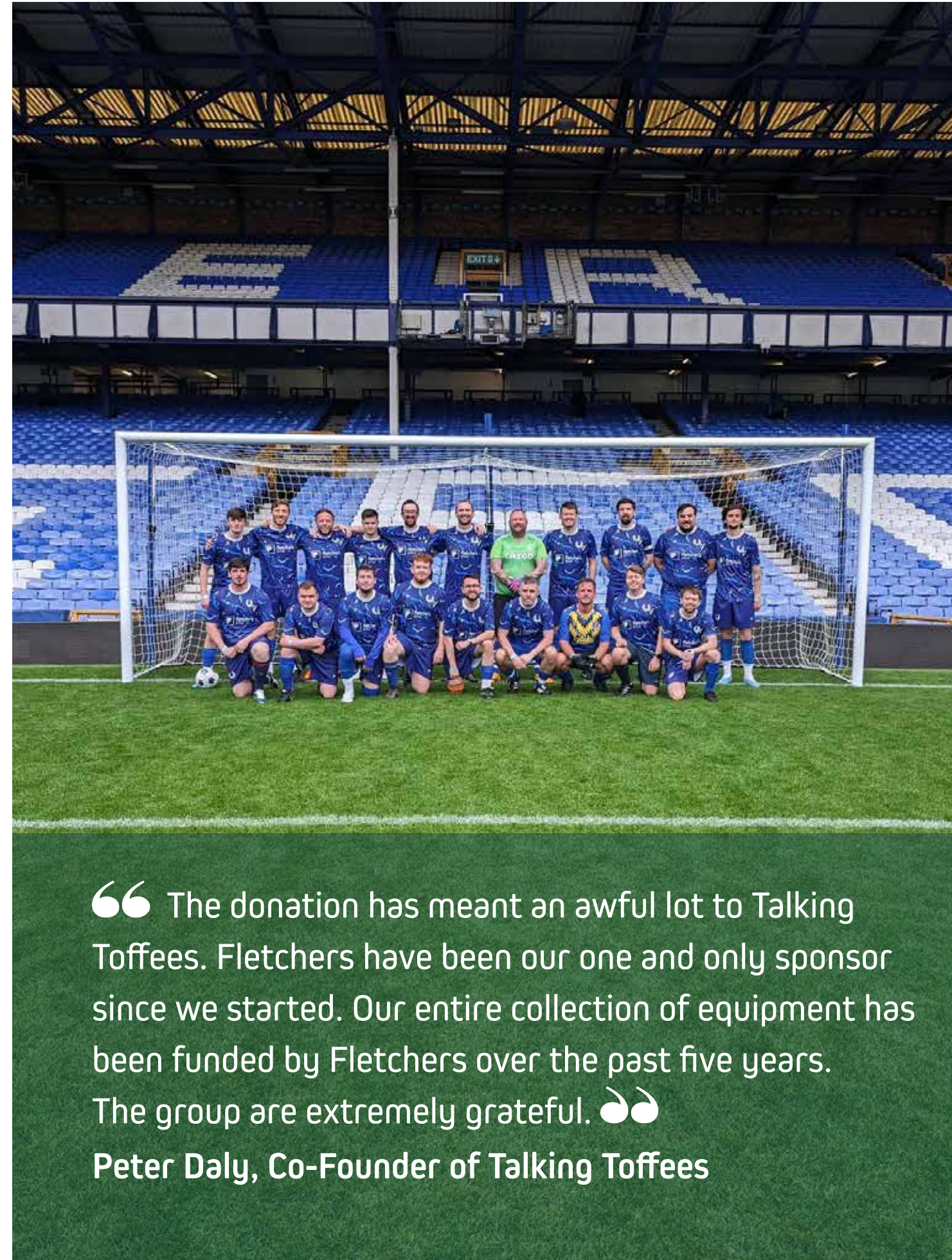
Colleague Community Fund (Supporting SDG's 1,2, 3, 5, 10 & 11)

In the first half of 2025, we funded 25 local charities, distributing more than £10,000 through our Colleague Community Fund. Colleagues nominate charities each quarter, and applications are reviewed by an internal committee. Supported organisations must demonstrate impact in at least one of the following areas: poverty, equity, diversity and inclusion, mental health, or the environment. The fund ensures meaningful support reaches hyperlocal charities closely connected to our colleagues' lives.

Talking Toffees (Supporting SDG's 3 & 10)

Talking Toffees is an inclusive social enterprise created by Everton supporters, including one of our colleagues, during the pandemic. Now with more than 40 regular members, it provides a vital mental health support network through weekly football sessions, socials and quizzes.

A successful application to the Colleague Community Fund enabled the group to purchase bibs for every player and essential equipment such as footballs to support a multi-ball system. We also part-funded their Christmas social, recognising the wellbeing benefits of social connection.



Southport dementia café (Supporting SDG's 3 & 10)

We were proud to support the creation of a new Dementia Café at the YMCA, just around the corner from our Southport office, part of the 'Hoghton Street Cares' initiative. The Forget Me Not Café offers a warm, welcoming space for people living with dementia and for their carers. The first session in December welcomed 16 attendees, including 84-year-old Betty, who rated it '10 out of 10!' We also saw touching moments of connection as guests bonded and supported one another.



Strengthening our charity partnerships and community impact (Supporting SDG's 3 & 10)

Working with charities and partners aligned to our mission remains central to how we support seriously injured clients. Our Business Development team focuses on building strong relationships across our four key injury areas: spinal, amputation, birth and brain injury, alongside road safety and cyclist support.

Over the past three years, we have collaborated with more than 80 charities, with over 20 developing into formal partnerships. These relationships allow us to reach and support more people affected by catastrophic injury or illness, through volunteering, fundraising, and specialist legal assistance.

This year, we were delighted to form four new formal partnerships and two new panel relationships with:

- Bowel Cancer UK
- Brain & Spine Foundation
- Brake
- Different Strokes
- Myelopathy.org

We are proud to be trusted by these organisations to support their beneficiaries - many of whom face complex, highly sensitive legal challenges. A dedicated team at Fletchers ensures our partners have a direct point of contact, enabling them to signpost individuals quickly and confidently to specialist legal support.

Our relationships also work in reverse: where clients have not previously engaged with support organisations, we connect them to relevant charities and local services, ensuring they can access holistic support that goes far beyond the legal process.

Support groups (Supporting SDG's 3 & 10)

Alongside national partnerships, our Business Development team works closely with smaller community groups and hospitals. Each month, we visit eight regional support groups:

- Four Spinal Injuries Association groups in Bradford, Scarborough, Durham and Carlisle
- Two Headway groups in Central Lancashire and Huddersfield
- Two Amputation Foundation groups in Widnes and Middlesbrough

These community sessions provide invaluable insight into the lived experience of serious injury. They enable us to build trusted relationships and deepen our understanding of the rehabilitation, care and support our clients need most.



Fundraising highlights

In 2025, colleagues took part in shark dives, overseas cycle rides, hikes and more - raising over £43,000 for our charity partners. For the first time, we also invested in a GoPro camera to help colleagues capture immersive footage from their fundraising challenges, bringing these experiences to life and encouraging even greater support.



Supporting the Child Brain Injury Trust (Supporting SDG's 3 & 10)

This year, we became the official Legal Support Partner for the Child Brain Injury Trust (CBIT) in Birmingham, Nottingham and Southampton, building on our existing partnership in Cambridge

We are honoured to support CBIT's five-year growth plan, helping them reach even more families affected by acquired brain injury. Our work includes:

- Providing training and on-call support to CBIT's Acquired Brain Injury Coordinators
- Offering legal guidance to families when needed
- Supporting CBIT events, activities and family wellbeing initiatives

We were proud to organise two major fundraising events for CBIT this year:

- A summer clay pigeon shooting day at Catton Hall, raising more than £10,000
- A Sip & Paint evening in Birmingham, raising over £4,000 to support families living with acquired brain injury



Campaigning for better maternity healthcare (Supporting SDG's 3, 5, 10, 16 & 17)



This year, we launched our Birth Injury campaign to spotlight the vital work of our specialist team and the difference we make for families every day. Its message is simple and powerful: For every birth. For every baby. For every family.

Why this matters:

- Traumatic birth injuries leave families searching for answers - and every case helps improve maternity safety.
- Accountability highlights where care must change.
- We are pushing for safer maternity services so fewer families face preventable harm.

Running across our website, press and social channels, the campaign builds on national maternity safety findings such as the Ockenden Review and Every Baby Counts, reinforcing Fletcher's as a trusted advocate for safer maternity care.



Annual birth injury conference

In February, we hosted our second birth injury conference in Manchester, in association with Bryon Street Chambers. More than 100 experts, advocates, practitioners and peers attended. The event raised over £6,700 for Fletcher's Foundation.

National Maternity Safety conference

In September, we attended Baby Lifeline's National Maternity Safety Conference - an inspiring day dedicated to improving maternity outcomes. From expert panels to lived-experience discussions, the message was clear: collaboration is essential to making birth safer for everyone.

Events like this reinforce why our work, and our campaign - For every birth. For every baby. For every family. - is so important.

Motorcyclist and road safety

Supporting cyclists and motorcyclists has long been part of our mission. Safety for these communities is paramount, which is why our charity, outreach and campaigning activity continues to focus heavily on this area.

Motorcycle community events

We remain deeply engaged with the motorcycling community, attending events and collaborating with organisations such as Mental Health Motorbikes and Manchester Blood Bikes. This year, we supported:

- Stafford Classic Bike Show
- Base-to-Base Ride Out for North West Air Ambulance Charity
- Manchester Triumph Owners Motorcycle Club
- Biker Road Safety Event
- Howard Gill's Bike Night

These events allow us to promote safety, raise awareness and ensure riders know where to turn for support.



Chasin' the Racin' podcast

For Men's Mental Health Month, Mary joined the Mental Health Motorbike co-founder on the Chasin' the Racin' podcast to raise awareness of the charity's work and encourage riders to seek support when they need it.

Spotlight: Mary Lomas – Trustee, Mental Health Motorbike



Associate Solicitor and Mental Health First Aider Mary Lomas was appointed as a Trustee of Mental Health Motorbike, a national charity supporting the wellbeing of bikers across the UK.

With extensive experience representing injured motorcyclists, Mary brings professional insight and personal passion to the trustee board.

“ This charity creates safe spaces, peer networks and practical mental health support tailored to bikers - and I'm proud to help steer that mission forward. ”

Mary Lomas, Trustee and Serious Injury Associate

Crimewatch appearance

Mary also appeared on BBC's Crimewatch Live alongside Staffordshire Police and DocBike, sharing insights on motorcycle safety. She highlighted our partnership with the British Motorcyclist Federation, through which we supply free medical data carriers for helmets - a small device proven to save lives.



Road safety partnership with Brake (Supporting SDG's 3, 10, 11, 16 & 17)

We are proud to begin a new corporate partnership with Brake, the national road safety charity.

This collaboration builds on our long-standing work supporting people affected by serious road collisions and reflects our shared belief that every journey should be safe, healthy and free from harm.

Together, we will:

- Champion Brake's major campaigns
- Amplify vital road safety messages
- Support fundraising and volunteering
- Advocate for safer roads nationwide

This partnership follows an impactful Road Safety Week, during which colleagues across our ten offices raised over £2,000 through Big Tea Brake events.



Industry engagement and responsible business insights

Alongside our community partnerships and advocacy work, we also continue to strengthen our approach to responsible business by learning from and contributing to wider industry conversations on ESG, social impact and organisational culture.

This year, our Responsible Business team took part in:

- Business in the Community (BITC) Annual CSR Conference - reconnecting with other members and exploring new initiatives
- YourCause Blackbaud Social Impact Summit - a London event featuring leading CSR practitioners
- Blume Expertise culture event - where our Chief Commercial Officer led a panel discussion on workplace culture
- University of Leeds outreach - delivering a careers talk on Responsible Business and the importance of young voices in the sector

These engagements strengthen our network, deepen our understanding and help us shape the future of responsibility at Fletchers.

Through all these partnerships, events and local initiatives, we remain committed to strengthening the communities we serve and making a positive, meaningful difference beyond our day-to-day work.





Our planet

Our planet

We aspire to be a leader in environmental, social and governance (ESG) standards within the legal sector. Achieving this will require clear, achievable short, medium, and long-term goals to minimise our impact on the environment. Since beginning this journey in 2024, we have been focused on making our operations more sustainable across all areas of the business.

Our transition to renewable energy (Supporting SDGs 6, 7, 11, 12 & 13)

In 2025, we switched all ten of our offices to renewable energy contracts - a major milestone achieved in just twelve months.

This transition marks a significant step towards reducing greenhouse gas emissions, improving air quality and advancing our journey to net zero.



Environmental audit and governance (Supporting SDG's 3, 10, 11, 16 & 17)

Following approval from our Executive Committee, we undertook a comprehensive company-wide audit focusing on carbon reduction, energy, waste and water. After receiving the final report in early 2025, we began implementing its recommendations.

A new governance structure has since been established, bringing together colleagues from Responsible Business, Finance, Facilities, Governance and Mergers & acquisitions. Our chief finance officer acts as executive sponsor, with quarterly meetings chaired by the Responsible Business Manager to track progress.



Carbon emissions – Scope 1 & 2 (Supporting SDGs 6, 7, 11, 12 & 13)

Due to doubling our office estate from five to ten locations, scope 1 and 2 emissions increased by 5% in FY24/25 - an expected impact of growth. To balance this, we aligned our mergers and acquisitions plans with our net-zero strategy to identify emission-saving opportunities elsewhere.

The following table shows the breakdown of your operational carbon footprint - measured in tonnes of CO₂e.

	2024		2023	
	GHG emissions (tCO ₂ e)	Energy (kWh)	GHG emissions (tCO ₂ e)	Energy (kWh)
Scope 1	60.60	325,127	58.63	315,428
Scope 2	62.14	315,354	57.06	275,551
Scope 3				
Total	122.74	640,481	115.69	590,979
% change in absolute CO ₂ e emissions	5.75%			

We are pleased to confirm that 122.74 tonnes of CO₂e has been voluntarily rebalanced through nature-based solutions provided by Play It Green. The projects, including mangrove restoration in Kenya, agroforestry in Senegal and sea kelp restoration in Canada, are blockchain verified, ensuring transparency and long-term environmental value.

This work reflects our voluntary commitment to rebalance our Scope 1 and 2 emissions and marks another positive step in our wider sustainability journey.

Carbon emissions: scope 3 (Supporting SDGs 6, 7, 11, 12 & 13)

In 2025, we put in place the processes needed to collect scope 3 emissions data. Since May, we have been tracking this across all relevant categories and will use twelve months of data to establish our baseline and set reduction targets.

Electric vehicle scheme (Supporting SDGs 7, 11, 12 & 13)

To reduce commuting emissions, we launched our electric vehicle salary-sacrifice scheme in partnership with Octopus Electric Vehicles. We now have 25 colleagues signed up - a 50% increase this year - enabling access to affordable electric vehicles that benefit both colleagues and the environment.



Cycle to work and cycling initiatives (Supporting SDGs 6, 7, 11, 12 & 13)

Cycle reward card

In 2025, we introduced cycle reward cards. Colleagues earn a stamp each time they cycle for more than half of their commute; after ten stamps, they receive a gift card. Since launch, the scheme has saved 320kg of CO₂, with Ian Gowans, head of costs drafting, cycling an impressive 318 miles.



Championing active travel

We encourage cycling as a route to better health, wellbeing and sustainability. Through our Cycle SOS brand, we have built a strong internal community of cyclists supported by:

- An expanded Bicycle User Group (BUG)
- Cycle incentives
- Cycling awareness events

This year, we were recognised as a Gold-Standard Cycle Friendly Employer by Cycling UK - the highest possible accreditation and the international benchmark for excellence in workplace active travel culture and infrastructure.

Bike engagement days

Throughout the year, we offered colleagues and the local community several opportunities to engage with cycling safely and confidently. In March and July, the Bike Registry, in partnership with Merseyside Police, visited our Southport office to register bikes for colleagues, families and local residents, helping protect against theft.

We also welcomed The Bike Fitters to our Liverpool office, where they provided expert guidance on proper bike fitting, injury prevention and post-collision adaptations for clients.

In April, Dr Bike attended our Southport office, giving colleagues the opportunity to book their bikes in for a free maintenance check over lunchtime.



Bicycle User Group ambassadors

We welcomed three new BUG ambassadors, bringing the team to nine passionate advocates who:

Supporting colleagues with cycling

- acting as Bike Buddies for new or returning riders, offering route guidance, confidence-building tips and organising informal local office cycling groups to help colleagues get started.

Assisting with cycling events and challenges

- representing Fletchers at key cycling events such as the National Cycling Show in Birmingham and Tour de Manc in Manchester, helping to coordinate colleague involvement and promote safe, enjoyable participation.

Leading awareness and safety communications

- playing a central role in campaigns like National Pothole Day 2025, encouraging colleagues to report local hazards, sharing safety updates and helping embed a culture of responsible cycling across the business.

Sharing practical cycling resources

- sourcing and uploading local cycle route maps, facilities information and helpful guidance to our Colleague Wellbeing Hub, making it easier for colleagues of all abilities to travel confidently by bike.

Building partnerships with cycling organisations

- developing relationships with local bike shops and cycling groups near our offices, enabling colleagues to access expert advice, discounted services and additional community engagement opportunities.

Bike week

As a Gold-Standard Cycle Friendly Employer, we celebrated Bike Week in May with a series of activities to encourage and reward active travel. We doubled points on cycle reward cards, launched a 'Win a Bike' competition with prizes donated by two of our BUG Ambassadors, and hosted cyclist meet-ups in Manchester and Liverpool. We also reopened applications for our Cycle to Work scheme, helping colleagues access savings on new bikes.

Bike Week highlighted the strength of our cycling community and our commitment to promoting healthy, sustainable travel across all offices.



Spotlight: Nadia Kerr - Cycling UK's women's safety campaign

Partner Nadia Kerr completed a 1,530km London-Edinburgh-London ride, raising £1,530 for Cycling UK's My Ride: Our Right campaign, promoting safer cycling for women. She also joined the judging panel for the 2025 City Transport & Traffic Innovation Awards (CiTTi) Awards, celebrating innovation in transport.

Complying with simpler recycling legislation (Supporting SDGs 6, 7, 11, 12 & 13)

To comply with new UK legislation requiring separate waste collection, every office kitchen now includes:

- Black – General waste
- Blue – Paper and cardboard
- Red – Plastic, glass and metal
- Green – Food waste

All use biodegradable liners, supported by regular colleague communications.



Reducing paper usage

Fletchers prints around 17,000 pages per week, the equivalent of two trees. To reduce this, we introduced a new print policy confirming digital communication as default, and implemented quarterly reporting and team incentives.

We also offset our FY24/25 paper usage by planting 104 trees locally.



Circular economy practices (Supporting SDGs 6, 7, 11, 12 & 13)

Following significant growth and estate changes, all furniture and fittings from closed offices were reused or recycled, with zero going to landfill.



Revive – recycled washrooms (Supporting SDGs 6, 7, 11, 12 & 13)

We introduced ReVive, the UK’s first washroom dispenser and bin range made from up to 100% recycled content, into our Southport and Manchester offices. These products generate four times fewer CO₂ emissions and will be expanded to other locations where possible



By taking consistent, practical steps to reduce our environmental impact, we are building a more sustainable future for our colleagues, clients and the communities that depend on us.



Plans for 2026

In the first half of 2026, we will be crafting the next phase of our Responsible Business strategy, a five-year plan culminating at the end of the decade.

This will be launched in the second half of 2026.

We are expanding our Responsible Business team, showing our commitment to fairer, more responsible and greener business operations.



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