

SLAUGHTER AND MAY /

RESPONSIBLE BUSINESS REPORT

UN Global Compact
Communication on Progress 2020

OUR DIFFERENTIATORS

1. **A true partnership, owned and managed by its partners.** Because we are not incorporated, all of our partners are invested in all of our clients, achieving excellence through collective effort, personal dedication and a willingness to share expertise. We have a unique and stable position when it comes to our partnership: we rarely hire equity laterals or suffer losses laterally to competitors. Our growth model is organic and our culture is strong.
2. **Building relationships that last.** We focus on, and invest in, building long term relationships with our clients, developing and maintaining a deep understanding of their people and their businesses. We help our clients identify and overcome their strategic and operational challenges and support them in achieving their aims, becoming an extension of their in-house legal teams.
3. **A multi-specialist approach.** We require our lawyers to be nimble and flexible in their approach to working. We believe in a multi-specialist approach whereby, within core legal disciplines, our lawyers are experts across multiple areas. They are not pigeon-holed in one particular area, nor tied to any particular sector. This approach means our lawyers see issues from all sides.
4. **Delivering solutions-focused advice.** We add the most value to our clients' transactions by focusing on how to achieve the end objective, devising innovative solutions and anticipating problems, not just delivering dry legal analysis.
5. **Upholding and promoting diversity.** We value diversity and individuality very highly – different perspectives are crucial when it comes to providing innovative advice. Our people come from diverse backgrounds and we foster an inclusive culture. This drives better collaboration and enhances business performance.
6. **No hours targets.** We focus on the value and quality of the service we provide to clients; not the time we spend working for them or how it affects individual targets or pay. Accordingly, unlike most other law firms, we do not set any minimum hour targets for our lawyers – and this fosters an approach where our only driver is to help to solve our clients' problems.
7. **Strive for continuous improvement with innovation at our core.** Innovation and continuous improvement are at the core of what we do. So we constantly challenge ourselves to drive greater efficiency and effectiveness in the delivery of our legal services and pass these benefits on to our clients. Part of this includes constantly reviewing the market to see how we can employ innovative technology and new working practices to add value and deliver more efficient legal services to our clients. The nature of our firm means that we share best practice between our lawyers and support teams and then roll that out to our clients quickly.

WE SUPPORT



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

RE 100

THE 'CLIMATE GROUP' CDP



CONTENTS

1. Introduction	4
1.1 Statement	4
1.2 Foreword	7
1.3 Our Responsible Business Two Year Plan	9
2. How we do business	12
2.1 Ethics and culture of integrity	13
2.2 Supplier engagement	14
2.3 Client engagement and advice	15
2.4 Innovation	16
3. Our people	18
3.1 Our culture	19
3.2 Diversity and inclusion	20
3.3 Social mobility	26
3.4 Enhancing working lives and wellbeing	32
4. Climate action	36
4.1 Science-based targets	37
4.2 Our environmental strategy	40
5. Our place in society	44
5.1 Pro bono	45
5.2 Citizenship	48
6. eXXpedition Round the World	50
7. Alignment to the UN Sustainable Development Goals	55

1.0 INTRODUCTION

1.1 Statement

Slaughter and May has a reputation for providing exceptional legal service, which is recognised and valued by our clients. But there is more to us than this. We pride ourselves on being a collegiate firm with a strong common sense of purpose, without which our high standards would not be possible. With a 131 year history, we are recognised as leaders in our field and have never merged with another law firm. We are an outward looking, internationally-minded collective of individuals who possess the resources, knowledge and influence to create a substantial and positive impact. We believe that being a responsible business means that we make decisions with a long-term view.

Taking a sustainable approach to our business means that, as well as adding value for our clients, we have a positive social and environmental impact. Some of the ways in which we do this are by continually investing in our local communities, preserving our environment, ensuring that our people are diverse, our culture is inclusive and that our employment opportunities are open and accessible to all. We ask all of our people to take personal responsibility to make this happen.

We are very pleased to present our first Communication on Progress report as part of our participation as a signatory of the UN Global Compact. We hope it meets the expectations of our stakeholders and demonstrates

that we are committed to the ten principles of the UNGC and the Sustainable Development Goals. It provides an overview of how we are working towards embedding sustainability and responsibility into our business strategy and operations as an international law firm. It contains some key highlights from our work with clients and suppliers and the approach we take to support our people, the environment and society.

Slaughter and May is a private partnership and so we are rarely required to submit public reports. However this report allows us the opportunity to share the broad range of our activity, to demonstrate our values and to show how we see ourselves as a firm.

Our progress to date can be attributed to many years of investment and focus, of which we are proud. We believe that we have built a strong base from which we are able to evolve and increase the speed and depth of our commitment to the sustainability agenda in the years to come. Through this communication we are aiming to explain the approach that we take and our ambitions for the future. We understand that we have a long way to go and that the world around us will continue to shift; that the norms and expectations of consumers, civil society, governments, regulators and the financial markets will evolve at a pace. We want to be an active participant in this change.

It would be remiss of me not to talk about the impact of the COVID-19 pandemic. In a year of unprecedented global upheaval for a generation, we are acutely aware of the role business has in driving prosperity in society, but, more crucially, how dependent the business sector is on a healthy society. With a backdrop of economic, political and social uncertainty, we are doing as much as we can to support our clients, our staff and our suppliers, and our responsible business commitments remain at the forefront of our activity.

As I write, our offices are beginning to reopen following a period which our employees have settled, as much as they are able, into new working from home routines. I have been struck by the unwavering generosity of colleagues who, when facing their own personal challenges and work pressures, have gone above and beyond to support neighbours, the NHS and charities that are on the frontline taking care of the most vulnerable. As well as maintaining our financial support for charities, we have increased our pro bono activity to support charities in addressing crucial legal, financial, governance and regulatory questions.

For example, we are immensely proud of our lawyers who helped NHS workers set up HEROES – a charity that offers help in a variety of ways to their frontline colleagues.

And we are proud too of our facilities team for responding innovatively by donating thousands of sheets of acetate - normally used to cover our legal documents - to be fashioned into 10,000 face guards for NHS workers.

We recognise that in this period of drastic change, there is a need to heighten our focus on how we see our role as an employer and a business, our values and culture - now more than ever.

I hope you enjoy reading our report.



Paul Stacey,
Executive Partner

UN Global Compact principles

Human rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

“ We have established a new committee to co-ordinate and drive our internal and external sustainability and responsible business activities, to advise our board and to drive the operational integration of sustainability into our activities. This committee is in place as we approach the end of our two year responsible business plan and starts work on devising our strategy for 2021 and beyond.’

Jeff Twentyman, Partner and Head of Sustainability



I.2 Foreword

One of the strengths of a professional services firm like ours is that we are careful with our commitments and highly motivated to fulfil them once made. This could lead to targets that do not stretch, but when we articulated our two year plan to our clients in November 2018, I was deliberately setting ourselves a public challenge knowing that we would move more to meet it than a private aspiration to do better. You will read of our seven commitments and our progress below and I am very delighted to observe that most have been fully met. The fact not all have been leaves room for more but also attests to the genuine ambition we had for ourselves. I will come back to this.

November 2018 seems a different era. We had mapped our activities within the framework of the UN’s Sustainable Development Goals, we were actively managing our carbon and resource consumption and starting to discuss internally a holistic idea and aspiration of sustainability. We had many social programmes focusing on diversity and inclusion, equality and social mobility.

Our public commitments, including to the Global Compact, were timely and well received by clients and colleagues alike. Since then the pace has picked up, not just through urgency brought about by the IPCC, but also as a result of the vision, focus and contribution brought by the numerous initiatives of others, many of which are now components of our professional rather than just operational activities: stakeholder capitalism, investor stewardship, corporate purpose and the ever present climate crisis and its transformative effect on business.

On top of these, we have now also experienced the full play out of the #metoo phenomenon, the very recent reminder of the challenges facing all of us concerning racial justice and the global COVID-19 crisis - not just a health crisis but a social one. All of these have shone clear daylight on our collective moral compass.

If I then look back on our achievements, here are four areas of particular note for me.

One of the areas of which I am most proud is our work around the mental health and wellbeing agenda. In May 2020 we received the highest accolade from the City Mental Health Alliance - an organisation that works with businesses to help transform their workplaces into mentally healthy environments – for our Thriving at Work Assessment. I have been inspired by the engagement from my colleagues and their willingness to share stories and talk openly about their mental health. This, along with our increased provision of workplace support to deal with mental health issues, has driven a shift towards destigmatising workplace conversations around mental health. We have seen extraordinary positive change in such a short period and I am certain this trend will continue to embed a culture of openness and inclusiveness.

Social mobility is another area of significant achievement. This is an area where we have been active for a number of years and last year launched two new partnerships to create a more sophisticated pipeline approach to work with a wider range of students at different ages. This is to widen access to the profession and ensure that we are best placed to recruit talent from less advantaged backgrounds. This includes our Law Springboard programme that we deliver in partnership with the charity upReach, to support undergraduates from less advantaged backgrounds, as well as our Lead in to Law programme that supports 16-18 year olds delivered in partnership with Rare Recruitment, who specialise in sourcing exceptional people from diverse backgrounds into some of the world’s leading organisations. Many people from across the firm have put up their hands to provide support as mentors, work placement hosts, speakers at insight events and in the new days of social distancing, to create videos for our new online careers blog.

Third, our commitment to the Science Based Targets initiative signals our conviction to take meaningful action on a critical global issue. We are particularly pleased to have been the first law firm in the world to achieve approval, we hope demonstrating to the sector what is possible. Without a radical re-think in how we do business, ensuring we limit a global temperature rise to 1.5°C, the disruption to life on this planet is unthinkable. The amount of work already achieved to get us to this point means we have strong foundations on which to deliver our carbon emissions reduction target of 50% by 2030. We are doing everything we can to get us there and as is required of us we will be doing all we can to influence our supply chain to support us. We are already looking to build on our reporting capability with new data tools and reporting systems that will offer metrics upon which we can more tangibly measure our progress.

Finally, you will read further on about our sponsorship of eXXpedition Around the World, an all-women mission to research ocean plastic pollution. This shows how an operational objective, here to remove plastics from our supply chain, led us to support separate initiatives all addressing problematic plastic use around the world – a strategic approach to deploying our capabilities in an area of concern for our employees and where our expertise could add value. This example shows the potential for us to make strategic choices about where to focus our community, pro bono and charitable efforts in order to optimise our impacts within the SDG framework.

So we have accomplished much within the spheres of ‘E’nvironment and ‘S’ocial. As for ‘G’overnance, most recently we have established a new committee to co-ordinate and drive our internal and external sustainability and responsible business activities, to advise our board and to drive the operational integration of sustainability into our activities. This committee is in place as we approach the end of our Responsible Business Two Year Plan and starts work on devising our strategy for 2021 and beyond.

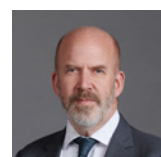
We look forward to presenting these plans to you soon.

I want to return to the idea of ambition. We have come a long way over recent years but our achievements have to a great extent been things we do alongside our core business. Our next responsible business plan will have further ambitions:

- sustainability will become central to our strategy and business, informing decisions from sourcing and recruitment to service delivery, so that we can accompany and support our clients on their transformation journeys and provide our colleagues with purposeful work which aligns with their values; and
- we will use our influence, capacity and expertise positively in support of the transformation of the economy and society in which we participate and to actively contribute to the coming Decade of Delivery informed by the Sustainable Development Goals.

Above all we will continue to challenge ourselves to make progress against a range of objectives.

I hope as you read this report, you get to know us a bit better and have a greater understanding of how we work to try to make a positive difference and change things for the better. We would be delighted to hear from you concerning the contents of this report and ideas for the future.



Jeff Twentyman,
Partner and Head of Sustainability

I.3 Our Responsible Business Two Year Plan

Launched at the end of 2018, our two year Responsible Business plan brought together seven commitments that aim to change the way we work and future-proof our business.

We already had a significant spectrum of activities across our environment, inclusion, pro bono and community focus areas but wanted to create a central plan that we could use to pull our efforts into a consolidated responsible business strategy and articulate this to our stakeholders.

Using the UN’s Global Compact as a framework to identify where we were able to have the most impact, we committed to seven actions that we would deliver over two years. These commitments are helping us to enhance our social impact, re-think traditional working patterns for greater diversity and ensure we can access and develop talent from all backgrounds. Whilst we already have strong environmental credentials, they are also bringing us in line with the latest climate change science. Within this report, you can read more about how we have progressed against these commitments.

Our Two Year Plan commitments



Demonstrate sustainability leadership through membership of the United Nations Global Compact UK Network



Empower our people to become agents of change to support the Sustainable Development Goals and embed them into our business



Commit to the Science Based Targets initiative enabling us to set approved carbon emission targets across our global operations in line with the latest climate science



Commit to source 100% of our future global electricity requirements from renewables through RE100



Implement an enhanced social mobility strategy for the firm to support talent from low socio-economic backgrounds



Pioneer a job re-design project to build flexibility into associate roles



Increase the social impact of our pro bono work including by collaborating with clients



UN Sustainable Development Goals

On 25 September 2015, 193 world leaders committed to 17 Sustainable Development Goals (SDGs), also known as the Global Goals, which would end extreme poverty, fight inequality and stop climate change by 2030 – for everyone and in all countries. Alongside government and civil society, businesses are encouraged to play a role to achieve these goals.

We conducted a mapping exercise to examine how our business operations and activities aligned to the Goals, which allowed us to understand our impact on the Goals within our sphere of influence. We found that we are active against all of the goals to some extent, with some stronger areas of alignment compared to others. We also ran a six month programme of workshops, presentations and communications to engage with our employees in what the Goals meant for the firm.

In the final chapter, you can see a table setting out where the activities that we cover in this report are aligned to the Goals.

Our next steps will be to conduct a second mapping exercise across the firm to understand where there may be gaps in our approach. At the same time, we will identify our key stakeholders and the impacts that are material to our business so we know which areas to prioritise. Teams across the firm will formulate and implement their own action plans to identify where they can increase their impact. We hope to report back on the highlights of this exercise in our next Communication on Progress.



2.0 HOW WE DO BUSINESS

We are a leading, full service, international law firm recognised throughout the business community for our commercial awareness and commitment to clients. We have 109 partners and 1,235 employees worldwide, with offices in London, Brussels, Beijing and Hong Kong.

We advise on high-profile, ground-breaking and complex transactions and deliver bespoke solutions to our clients. We make sure we have the finest lawyers in the market and train them to the highest standards. This means our advice is clear, confident and commercial, but also guides and leads our clients towards a recommended solution.

We support clients internationally, working seamlessly across borders and our practice has a truly global reach. We provide clear legal advice that spans not only the globe, but also tackles cultural nuances between jurisdictions. Without the constraints of a large office network, we can handpick the best lawyers from around the world to form elite teams for each deal – providing our clients with access to the best local advice. When advising clients on international matters we source, challenge and consolidate advice from local firms around the world, whilst managing the global team efficiently and effectively.

For further information about our business, including how we are regulated, see the Legal and Regulatory Information on our [website](#).

2.1 Ethics and culture of integrity

We seek excellence in every aspect of our business and are committed to the highest standards of professionalism, ethics and integrity. We try to go beyond simply conducting our business in a lawful manner, for example by using our purchasing power with our suppliers to encourage them to conduct business by the same high standards that we set for ourselves. We also set high standards when it comes to protecting data and have an ISO accredited cybercrime prevention strategy.

As a firm we demonstrate fairness, honesty and openness in all of our relationships. This is central to our position as a trusted international law firm – everything we do is about demonstrating our integrity to our clients, employees and our wider stakeholders.

Fundamentally:

- We comply with the ethical standards of professional behaviour set by our regulator, the Solicitors Regulation Authority (SRA), as well as those set out in our own Code of Business Conduct. Our lawyers recognise the importance of upholding professional standards, adhering to applicable laws and regulations, and fulfilling ethical obligations while delivering high quality, innovative work. All staff try to ensure that their business judgements are free from bias, conflicts of interest or undue influence from others. Our clients can rely on us to be truly independent, putting their best interests before others'.
- We reject bribery and corruption in line with Principle 10 – anti-corruption. This is vital to maintaining the trust of our colleagues, clients and others we work with. We do not solicit, accept, offer, promise or pay bribes, including facilitation payments - whether directly or through a third party. We are keen to avoid any perception of wrongdoing too, which explains, for example, why we have strict dealing rules, governing when our partners and staff can buy and sell shares, which go far beyond what is required by law.

Our Code of Business Conduct

Our commitment to fair employment practices in relation to our own employees is embodied in our Code of Business Conduct. This provides information about how we approach our day-to-day activities and the principles in it are covered in inductions for new staff and reinforced through training. The standards in our umbrella Code are aligned to Global Compact principles and reflected in the detailed policies and procedures that sit beneath it. We endeavour to embed those standards in everything we do.

Case study: Ethics Applied

The regulation of law firms has intensified over the last few years. There is more of it, it is more granular and as well as coming from our direct regulator, the SRA, it comes from other regulators and government, and indirectly through the expectations of our insurers and clients. Against this backdrop, we want to make sure that all of our lawyers are equipped to spot an ethical question, challenge their own decision and seek help when they need it. When we talk about ethics in this context, it is in the professional standards sense – stripping back to the basics, being mindful of the SRA's mandatory principles and applying them in practice.

To bring this to life, we designed the Ethics Applied programme to keep ethics front of mind for our lawyers and the business more widely. Each year we deliver sessions that examine recent ethical dilemmas facing the legal world, decisions made by the Solicitors Disciplinary Tribunal, lessons learned from financial scandals and talks from external speakers on topics such as modern slavery and human trafficking, whether it is ever ethical to breach a contract and the part intuition plays in spotting a problem.

2.2 Supplier engagement

We work hard to uphold fair employment practices in our supply chain, working only with key suppliers that adhere to high ethical standards across their business dealings and employment practices.

We articulate these standards in our Supplier Code of Business Conduct, which we ask key suppliers to sign to make their commitment to fair employment practices clear. A supplier's compliance with this Code is an important factor in us deciding whether to form, continue or renew a relationship with them. Any breach may result in us terminating our arrangements with them.

When selecting our suppliers, price is not our only driver, and we conduct a thorough screening process to assess a supplier's approach to a number of areas, which include their responsible business strategy and activities. We are committed to buying quality products and services from ethical suppliers and to measure this requires an assessment of a potential supplier's approach to its people and the workers in its own supply chain. We tend to foster long-term relationships with our first-tier suppliers and we avoid making demands of our suppliers that might lead to them violating human rights. We require all contractors based onsite in our London office to be paid the London Living Wage as part of our Living Wage commitment.

Our Supplier Relationship Management Programme includes responsible business areas as part of an ongoing dialogue with suppliers and during regular contract reviews. We aim to identify where there could be improvements at the screening stage then, should they be chosen, use these as discussion points for relationship meetings throughout the contract.

In order to identify risks to workers in our supply chain, we regularly refresh the due diligence we carry out on our key suppliers through the ongoing supplier management processes we have in place.

Case study: Supplier Symposium

Every two years we run supplier symposiums in the UK for both internal managers and external supply chain partners that bring to life our expectations for any business that works with us. These dedicated, face-to-face sessions allow for a more engaging, effective tool to bring suppliers and contract managers on board with not only what we want them to do, but also why. We cover responsible business, including our commitment to the UN's Global Compact and the Global Goals, diversity and inclusion, environment, community and pro bono; ethics, including modern slavery, labour practices, bribery and corruption; and data privacy, cyber security and business continuity.

Modern slavery

We are required by UK law to publish [on our website](#) a statement about how we ensure that slavery and human trafficking is not taking place in our supply chains. It is important to us not just to publish a statement, but to make it meaningful and to treat it as a live issue that needs active engagement across our business.

We have a face-to-face training programme for our senior management team as well as those of our employees who have responsibilities in relation to engaging the firm's suppliers. This covers not only the offences in the Modern Slavery Act, but how to go about evaluating suppliers and mitigating risks within supply chains. Our aim is to raise awareness of the issues and increase informed scrutiny.

2.3 Client engagement and advice

Globalisation, increased regulation and government scrutiny, sustainability and climate change, market disruption and disruptive tech, extended supply chains, heightened public, political and stakeholder interest, cyber, Black Lives Matter, #MeToo and digitalisation (to name a few factors) have all brought with them new challenges for business, their Boards and wider management. Our lawyers, in their unique role as advisers to some of the biggest international businesses, help our clients navigate these pressures.

We have a number of practice areas where we have established expert teams that advise on risk and business transformation, including areas such as governance, culture, sustainability, responsible business, data, cyber and people; sustainable finance and the green economy; and environment, where we take a flexible approach to an area that is often complex and involves rapidly evolving issues presented by environmental and climate change matters.

In the past year, we have advised on several landmark deals aligned with SDG9, industry, innovation and infrastructure, and SDG11, sustainable cities and communities. These include Hong Kong's first food-grade ready PET and HDPE plastics recycling facility and the first revolving credit facility provided to a UK Real Estate Investment Trust ('REIT') that meets the LMA Green Loan Principles. Aligned to SDG7, affordable and clean energy, our renewable energy team has also been advising clients such as Ørsted and Centrica on offshore wind projects, all of which contribute toward a net zero carbon future.

We have established a rich pool of know-how and expertise to enable us to provide the cutting edge advice expected of us and help our clients keep abreast of developments in these areas, such as through our briefings and videos. A recent example was our publication during the COVID-19 crisis on 'the increasing demands of a social licence to operate'.

Case study: Our In-Houser campaign

One of our initiatives aligned with SDG16, which supports in-house lawyers who are regulated as solicitors, has focused on the SRA's renewed focus on ethics for the solicitors profession as a whole (set out in the new rules it adopted towards the end of 2019) and how this translates for those in the in-house community rather than in private practice. With a new spotlight on the individual solicitor's new regulatory obligation to keep their ethical (as well as their legal and regulatory) knowledge up to date, we created resources and delivered a series of training sessions for our clients. This included a video – 'Are you an ethical lawyer?' – in which our General Counsel outlined details of the changes, which was accompanied by a toolkit to enable in-house teams to facilitate a dedicated ethics training session to kick-start their departmental compliance with the SRA's new rules.

Other training sessions we have delivered as part of this campaign include a seminar for General Counsel on the ethics of non-disclosure agreements and sessions that have unpicked stories in the news about lawyers, examining the ethical dimension of their decision-making. These activities are underpinned by our publication, 'The In-Houser', which provides a translation of SRA rules for the in-house community.

2.4 Innovation

Looking to our impacts against SDG8, decent work and economic growth and SDG9, industry, innovation and infrastructure, we believe innovation is at the heart of legal practice and this is reflected in the way we approach every piece of work. Challenging the way we work through open-mindedness, diversity and creativity can have an enormous impact on results for our clients, our efficiency and our wellbeing. That's why innovation and continuous improvement are at the core of what we do, and we do a lot to foster a firm-wide culture of innovation.

We have a dedicated innovation group, our Innovation Network, which helps to shape the firm's strategic innovation agenda by suggesting and evaluating novel tools, processes and ways of working, products and processes to support us in delivering a cost-efficient service to our clients. We also have a firm-wide Innovation Training Programme that has been co-designed with Oxford University and various other third parties, which aims to ensure that our people continue to have the right skills, knowledge and habits to successfully navigate the rapidly changing digital landscape. The programme focuses on: technical skills in relation to digital literacy; soft skills in relation to creativity and collaboration; and building greater awareness and providing specific tools in relation to digital productivity.

No industry is immune from the disruptive effects of technology, and the legal profession has exploded with products that are impacting working practices. We are innovating to make sure that technology really does what it was intended to do: make life better. Great productivity involves downtime and rest, and protecting that – even from technology itself – is vital. To support this, we have worked with experts in neuroscience and technology to co-design workshops, as part of our Innovation Training Programme, to help us reflect, and change, how we intentionally and unintentionally, use technology.

We are at the forefront of deploying cutting edge legal technology that we use on matters to drive efficiencies and enhance value for our clients. Tasks like large scale document reviews have been transformed as a result. We have developed a legal services delivery toolkit consisting of a number of innovative tools and approaches. From a technology perspective, this includes:

- Luminance - an innovative AI platform which helps our clients and lawyers save precious due diligence time;
- HighQ – a collaborative working platform that combines file sharing, project management and interactive data collection to help manage matters and improve communication with clients; and
- Document Automation – software that offers time savings in the production of document suites.

“ The COVID-19 crisis has challenged businesses of all sizes, but it's an especially difficult time for start-up companies. Through supporting innovative legal technology providers through our second cohort of Collaborate, we are reaffirming our commitment to the legal tech and start-up community.

Jane Edwarde, Partner

Case study: Slaughter and May Collaborate

We are helping innovators and entrepreneurs change the legal sector. In 2019, we launched our first legal tech programme Slaughter and May Collaborate. It offers legal tech companies an incubator style programme to develop, test and potentially pilot their products, with the aim of enhancing our engagement with the best new legal tech developers, and to involve our clients in shaping the development of new technology for use in the legal sector and beyond. Each cohort member receives access to a suite of benefits, including feedback sessions with our lawyers, a session with our information security team, a sandbox environment, dummy data and dedicated mentors. We involve several clients and industry experts - they form part of our client panel, attend events and sessions and provide regular updates on the programme's success.

This was the natural next step following on from our existing, pioneering Fast Forward incubator programme, which focussed on fintech, insurtech, greentech and emerging tech start-ups. Companies in our Fast Forward programme receive pro bono legal advice, mentoring, networking opportunities and referrals to other professionals.

We have also run a fee-free legal sounding board service for start-ups at Runway East, a co-working space for entrepreneurs and high growth tech businesses.

Case study: An innovative approach to our Africa practice

While we don't have a physical presence on the continent, over more than 35 years we have taken a unique approach to building our practice in Africa. We have developed close working relationships with the leading law firms across Africa and invested in joint training and cross-secondment programmes for their lawyers, which enables us to deliver an integrated and seamless service to our clients. We have established a number of initiatives, including:

- the Practical and Legal Exchange, African Symposium ('PLEASE'), a regional training programme
- our EXPLORE secondment programme, which invites senior lawyers from our Africa relationship firms to spend three weeks with us in London
- the Leadership Forum, a one day programme focusing on the challenges and opportunities facing senior partners managing law firms
- a compilation of know-how and training packs, which are regularly sent to our relationship firms, and an ongoing e-Support initiative, which assists African law firms with ad hoc legal questions.

3.0 OUR PEOPLE

In this section we cover our approach to how we manage and support our employees, upholding the principles of labour and human rights. This also includes how we ensure good health and wellbeing in line with SDG3, gender equality for SDG5 and our efforts to reduce all other types of inequality for SDG10. We have been a Living Wage employer for many years.

Slaughter and May is made up of 1,300 people in the UK and around the world. There is a strong recognition that our people make our business and we work hard to attract, recruit, develop and retain a diverse pipeline of talent and to create an inclusive environment where everyone feels valued and is able to be themselves. Our people are drawn from different backgrounds and have different viewpoints and this goes to the heart of our ethos of independent thinking and innovation.

Our people strategy sets out how we support the business. We aim to:

- foster an inclusive culture and attractive employee experience to attract, recruit and retain high calibre, diverse people
- drive a high performance culture across the firm by developing performance of individuals and teams
- enhance the working lives and wellbeing of our employees and enable them to be the best they can

3.1 Our culture

Some of the defining features of our culture can be seen in the way that we support each other, by respecting autonomy and trusting our people. We place less emphasis on how work is done and more on the fact that it is done – on time and to standard. We have no billing or hours targets and there is no ‘face-time’ culture.

We try to do things right, with honesty, with integrity and with consideration. People often talk of the sense of belonging at Slaughter and May and, while it is hard to pinpoint exactly where this comes from, we think that the loyalty we show our people is an important factor.

“ At a time of leading through the COVID-19 crisis and making difficult, sometimes rapid, decisions, we’ve focussed on the organisation that we want to be, no matter what is happening around us. As a firm that has people and service excellence at its heart, looking after everyone’s physical, mental and emotional wellbeing is critical now more than ever.

Louise Meikle, Director of HR

3.2 Diversity and inclusion

We believe that a diverse and inclusive workplace drives collaboration and business performance. To achieve this we focus on examining and adjusting our ways of working so that we are able to embrace different leadership styles, career paths and work patterns. We also work with diverse individuals in a targeted way and concentrate on engaging everyone at the firm to create a shared responsibility for maintaining an inclusive culture.

Case study: Sharing best practice

We have always taken an active role in sharing best practice outside of the firm. For example, in Belgium we are proud to be a founding firm of the Legal Diversity and Inclusion Alliance (LDIA). Launched in Brussels in January 2019, law firm members pledge to eliminate discrimination in the workplace, promote an inclusive organisational culture and take tangible actions to fulfil a number of goals outlined in their charter. These include sharing best practice and working jointly to deliver events to help raise awareness of D&I issues.

Highlights

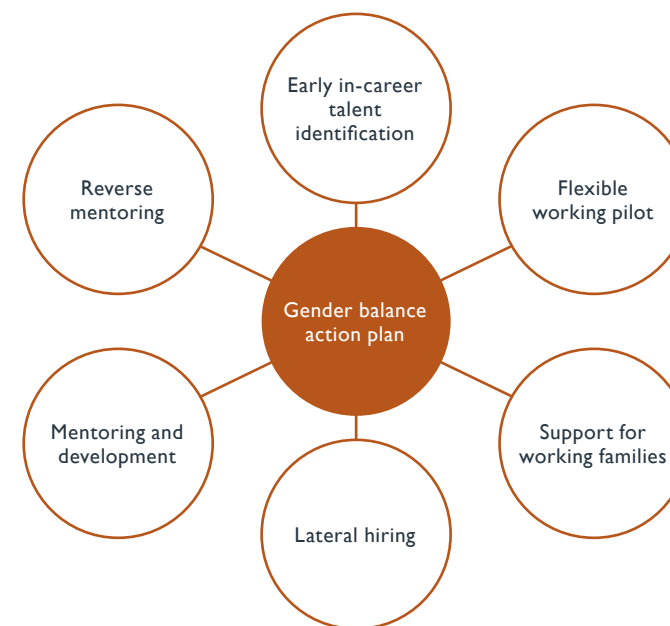
- Ranked 15th in the 2020 Stonewall Top 100 Employers' Index**
 This annual submission covers a detailed analysis of organisations' LGBT+ inclusion activity by leading LGBT+ expert organisation, Stonewall.
- Signatories to the BITC Race at Work Charter**
 This is composed of five principal calls to action for leaders and organisations across all sectors to advance BAME representation in businesses.
- Ranked 40th in the 2019 Social Mobility Employers Index**
 Created by the Social Mobility Foundation in the UK, employers are ranked on the actions they are taking to ensure they are open to accessing and progressing talent from all class backgrounds.
- A number of our partners have been publicly recognised for their contributions to leading inclusion within the firm and wider business community in the **Financial Times** and Yahoo Finance sponsored lists. For example, partners Nilufer von Bismarck MBE and Sarah Lee have both ranked in the **EMpower Leading Ethnic Minority Executives** list for four consecutive years.
- CMHA Thriving at Work Accreditation 2020 – Excelling**
 This assessment by the City Mental Health Alliance ('CMHA'), aims to help organisations measure their progress as they work to build mentally healthy workplaces.

There is no quick fix or standalone project that can deliver our ambitions but we continue to work hard to embed and integrate diversity and inclusion (D&I) across the firm. We believe that the impact of an ongoing internal dialogue reminds partners and employees that inclusion is a part of everyday life at the firm. Below are some examples of our flagship initiatives and programmes of action.

Gender equality

In line with SDG5, the principles of gender equality and the advancement of women are fundamental to our D&I strategy. We know that firms with greater senior level diversity perform better.

We have reported on our gender pay gap in the UK for the past three years and have in place a comprehensive action plan to close the gap. A detailed, six point action plan can be found in our Gender and Ethnicity [Pay Gap Report 2019](#), which covers:

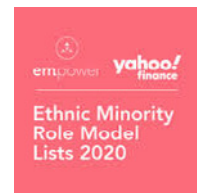


Female development programmes form a component of our gender balance strategy. For example, we are members of the 30% Club in the UK and Hong Kong. This voluntary, business-led organisation campaigns for at least 30% female representation on the Boards and Executive committees of companies. We participate in its cross-organisational mentoring scheme run for high-potential women by providing mentors and mentees.

We partner with our European Network of Firms to run a six day leadership development programme for mid to senior level female associates. Run across three European cities, it focusses on building leadership skills within the legal sector and relationships across the firms.

Leadership

21%	of our partnership is made up of women
25%	of all promotions to partnership have been women in the past four years
63%	of our Business Services senior leaders are women
36%	of our partnership board is made up of women
80%	of our operating Committee is made up of women











Our eco-system to support families and parents

The support and benefits we have in place for working parents and those with dependents is gender neutral and extensive. Our enhanced family leave package is for all eligible employees, whether they are taking maternity, shared parental, surrogacy or adoption leave, to give them time to spend with their families. We also provide coaching to employees taking a period of family leave, and support before, during and on their return to work through a 'new parent buddy scheme'. Our Family Network brings together working parents and carers across the firm to provide support and guidance, such as through peer learning forums to help navigate the balance between work and family responsibilities.

Engaging everyone to create a shared language and understanding

We have eight active internal diversity networks, run by our people and supported by partners. Each network is designed to strengthen the spirit of inclusion at the firm and to encourage employees who share a similar background, perspective or interest to come together. They celebrate significant events such as Pride in London, International Women's Day and religious festivals, and support the implementation of the firm's D&I strategy.

Our eight employee networks

	Christian network
	DIVERSE – our social mobility and ethnicity network
	Family network
	Gender Equality network
	J-Net – our Jewish network
	Muslim network
	PRISM – our LGBT+ network
	Thrive – our mental health and wellbeing network

Case study: Inclusion Allies

Our 'Inclusion Allies' initiative aims to encourage everyone at the firm, regardless of background or role, to consider how they can actively promote an inclusive environment through simple, every-day language and behaviours. The launch event in November 2019 featured a panel of speakers from across our employee networks who shared their insights into how they are allies to colleagues who are different to themselves. We have subsequently rolled out a firm-wide training programme and guidance document with information on how others can take this forward.

Some of our people who have participated in our Inclusion Allies workshops said:

“ I found the session really useful. By becoming more aware and open to having these conversations, we're laying the groundwork to make the workplace somewhere we can be the most expressive, real versions of ourselves and to be kinder to each other.

Rebecca Newman, IP/IT associate

“ For me, what was really useful was the ability to discuss these issues with other people. It really made me take a step back and think about my actions and those of my team.

Simon Agar, Senior Business Development Manager

Black, Asian and Minority Ethnic inclusion

The UK population has a sizeable black and minority ethnic population: 8% are Asian/Asian British and 3% are Black/African/Caribbean/Black British. However, these percentages are not reflected in senior levels of business, politicians, academia and media across the UK.

We have been active in improving Black, Asian and Minority Ethnic (BAME) inclusion in recruitment and the workplace for a number of years and we have in place a number of initiatives to achieve this. We know that there is more that we can do and it will take time to create that change, but we are fully committed to this goal. Our BAME action plan runs covers how we recruit, retain and promote BAME talent.

Recruitment

- We were the first law firm to engage Rare Recruitment, who specialise in sourcing BAME graduates and those from less advantaged backgrounds into some of the world's leading organisations. We helped to develop the Contextual Recruitment System, which uses big data to help organisations identify candidates with the greatest potential and have integrated this to help us with our recruitment of trainees.
- Our graduate recruitment team invite members of African and Caribbean Societies to two annual events that we host in our London office, which offer students an insight into corporate law and the opportunity to meet Slaughter and May lawyers. We also sponsor the Women in the City Afro-Caribbean Network, a student-led social enterprise for black women, which includes hosting events and mentoring students.
- The 2019/20 cohort of our upReach programme (more details on page 30) has 69% BAME representation.

Retention and promotion

- We worked with INvolve, a D&I membership organisation, to set up the UK’s first cross-company mentoring programme for BAME employees four years ago. This award-winning programme has now expanded to include many other companies and includes female and LGBT+ mentors/mentees across FTSE 100 companies. We also work with INvolve to provide BAME, LGBT+ and female employees with the opportunity to attend executive level and ‘Emerging Leaders’ development programmes alongside other City professionals.
- Through our internal mentoring programmes, all BAME employees can request a BAME partner, associate or business services mentor to help them navigate the firm and the profession for career development.
- Following a successful pilot, we are rolling out a reverse mentoring scheme, and are aiming for half of our future mentors to be BAME, as they were in the pilot, so that senior leadership can learn about the lived experience of BAME employees. Our Senior Partner and Executive Partner participate.
- To encourage cross sector dialogue on BAME recruitment, belonging and promotion, we started a series of “Diversity in the City” events in 2019, bringing together BAME lawyers and professionals from across London to promote debate, discussion and access to wider networking for individuals.

Wider engagement

- DIVERSE is our very active firm-wide network that celebrates and promotes social, ethnic and racial diversity. It promotes a dialogue on BAME issues throughout the firm and we consult and work closely with the DIVERSE Committee on our BAME action plan.
- Matters of race, ethnicity and calling out discriminatory and racist behaviour are raised in our inclusion training programmes.

Lesbian, Gay, Bisexual and Trans inclusion

The Stonewall riots that took place in New York City in the 1970s were the start of the modern campaign against discrimination of the Lesbian, Gay, Bisexual, Trans and related (LGBT+) community and the beginning of large scale public awareness for equal rights. Since then, LGBT+ communities and the beginning of large scale public awareness for equal rights. Since then, LGBT communities globally have campaigned, and in some countries won, employment rights, parenting rights, partnership rights and an equal age of consent. Our work in this area relates to workplace culture and inclusion. We participate in the Stonewall Workplace Equality Index for employers annually, benchmarking ourselves against other organisations and have ranked in the top 100 employers, published externally, for the past three years. Some of this year’s highlights of our work are below.

Career development

We work with INvolve to provide professional and personal development opportunities for our LGBT+ people and allies as mentioned above.

Networking and sharing best practice

In collaboration with our European Network of firms, we deliver the ‘LGBT+ Workplace Initiative’, an annual meeting in different European cities, supported and attended by LGBT+ partners and employees. We hosted the inaugural event in 2015 and work with PRISM, our LGBT+ employee network that provides an informal support network for LGBT+ employees and allies, to participate in this.

Focus on trans inclusion

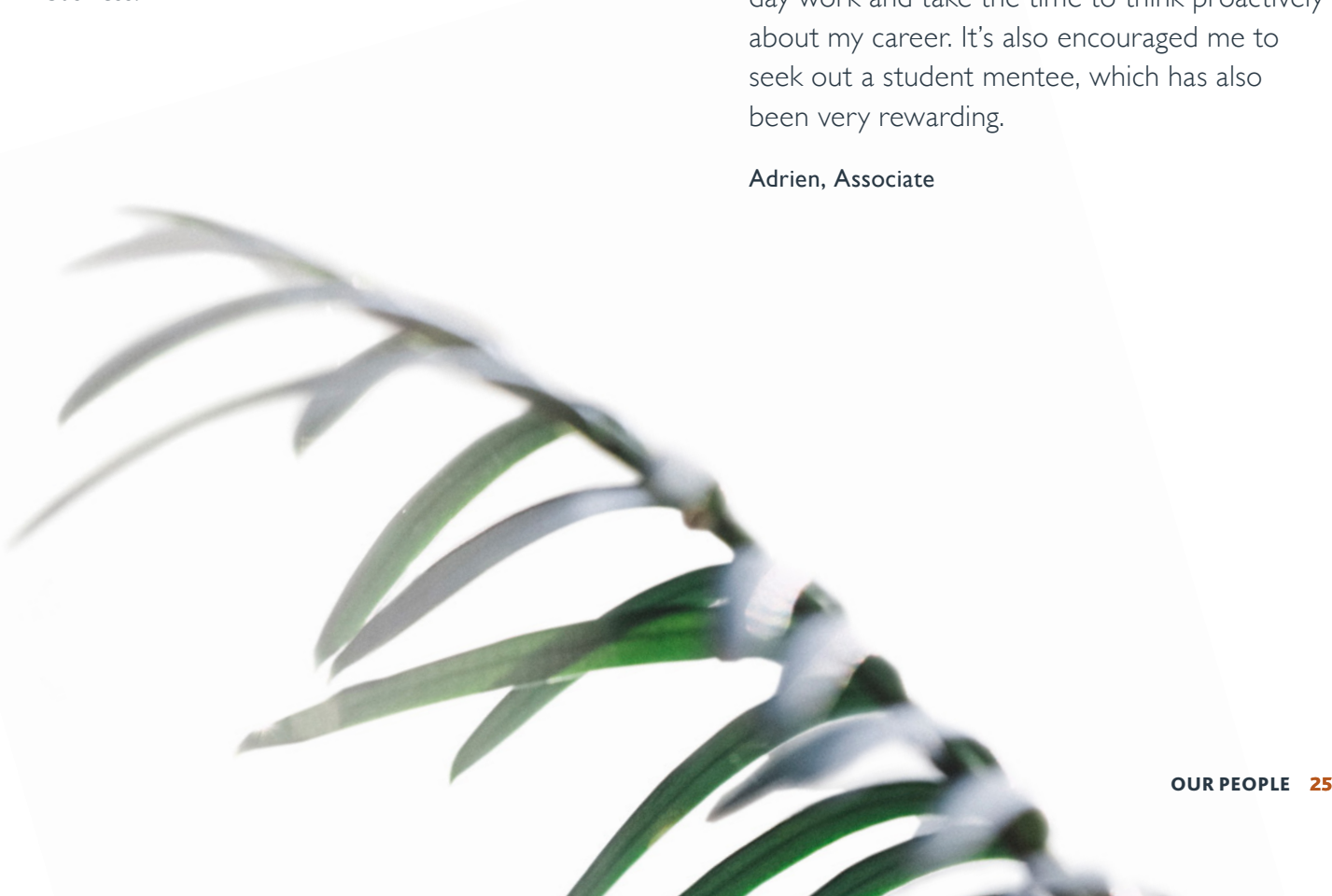
We have provided detailed guidance documents and policies around trans inclusion, including a project to remove gendered language from all of our templates and processes. Our front of house staff are provided with trans inclusion training and we sponsored the launch of ‘Trans in the City’, a new initiative to support trans people in business.

“ The event provided a fantastic networking opportunity, where I met some of the most inspiring LGBT + and ethnic minority leaders from a wide range of sectors and industries. It instilled an important principle in me that I don’t need to wait to be at the top of the ladder to inspire change, it is equally important to have diverse leaders at all levels of the hierarchy

Sara, Compliance Officer

“ The mentoring program has provided a great opportunity to take a step back from day-to-day work and take the time to think proactively about my career. It’s also encouraged me to seek out a student mentee, which has also been very rewarding.

Adrien, Associate



3.3 Social mobility

Social mobility is important to the firm and forms part of how we work to reduce inequalities within the sector. There is a rich-poor divide in educational attainment and those without a decent education can become trapped in a cycle of poverty. Research by the OECD shows that social mobility is declining in many western countries such as the UK and USA.

As a sector, we recruit and progress disproportionately more people from affluent backgrounds than those from low socio-economic backgrounds. In line with our values of fairness and equality, together with our constant strive to recruit the best talent from diverse backgrounds, we are making significant investments to address this gap within our own firm, as well as collaborating within the sector to support improvements in social mobility more widely. It's not just the right thing to do – it makes commercial sense and has brought people in the firm closer together as we work towards this common aim.

A pipeline approach

Our aim is to create a pipeline approach, working with students of all ages. This means starting with primary school interventions that lay the foundations of good literacy and careers and mentoring initiatives with young people at school, through to law-focused support for undergraduates and our recruitment activities. It also includes support for people once they join the firm, ensuring that the principles of social equality are embedded in all our internal processes.

We benchmark our activities annually to the Social Mobility Employer Index and we are a founding member of the PRIME Commitment, a sector-wide initiative to provide fair access to quality work experience.

Laying the foundations of good literacy

Literacy is crucial to social mobility. We are a member of the Vision for Literacy Business Pledge, which sets out our commitment to help tackle the UK's unacceptably low levels of literacy. Our primary school literacy schemes involve around 30 employee volunteers and we also sponsor programmes that provide books and reading support to primary school children. Much of this is in partnership with the National Literacy Trust, a charity that is dedicated to helping disadvantaged children and young people gain the literacy skills they need to succeed in school, work and life. For 10 years we have funded the charity's annual literacy survey, cited by government as crucial supporting evidence for removing VAT on e-books as it showed greater prevalence of digital reading amongst those from less advantaged backgrounds and those who are traditionally less engaged with literacy. For 10 years we have funded the charity's annual literacy survey, cited by government as crucial supporting evidence for removing VAT on e-books as it showed greater prevalence of digital reading amongst those from less advantaged backgrounds.

2

Schools outreach

We invest in initiatives that up-skill, inspire and equip young people for the world of work and use employee volunteers to share their advice and career experience.

We provide two weeks' work experience across legal and business services roles to 20 students in Year 12 at London schools in our Excellerators programme. Following a week at the firm, students then go on to a further Insight Week provided by the Social Mobility Business Partnership, of which we are a founding firm.

Working in partnership with Rare, we launched Lead in to Law in September 2019. This two year development programme provides 20 16 to 18 year olds from less advantaged backgrounds who are interested in a legal career with work experience, insight opportunities, mentoring and university visits.

Our partnership with Central Foundation Boys' School (CFBS) in London includes a variety of projects, including mentoring for 30 students each year, which aims to support them in deciding their university and course choice and complete their application. We also work with education charity The Access Project, which supports students from less advantaged backgrounds to win places at top universities. Around 80 students from CFBS are supported with one-to-one tutoring in GCSE and A level subjects from employee volunteers, university progression advice and enrichment activities. Since we launched the programme in 2012, five times more students from CFBS have gone to the top third most selective universities.

Our partnership with The Carmel School Hong Kong includes an annual half day programme and opportunity to gain a work placement for 16 to 18 year olds with the aim of introducing them to a career in law. Tailored group exercises include discussions on civil law cases and group commercial negotiations.

Co-founded by partner Clara Choi, our charity partner Access HK aims to create equal opportunities in a region that experiences a stark wealth disparity and education gap between children from rich and poor families. Programmes for children aged 6 to 12 have included a summer programme, a weekend tuition and mentoring programme and a career insight programme. We also support the charity by hosting talks for primary school children from less advantaged backgrounds.

We support the Hong Kong Government-led youth mentoring scheme, Life Buddies, which provides job insight opportunities and mentoring support to young people from less advantaged backgrounds. In June 2019, a partner and a team of lawyers hosted two groups of secondary school students from Leung Shek Chee College and Salvation Army Yau Ma Tei Integrated Service for Young People.

3

Undergraduate support and outreach

In April 2019, we launched the Law Springboard programme in partnership with charity upReach. The programme is designed to improve access to the legal sector for high potential undergraduates from less advantaged backgrounds across all UK universities. 90 places are available each year and in the first cohort, we paired 50 students with one of our partner or associate mentors, supported 25 students through one week of paid work experience, and jointly ran insight days, CV and interview support and skills workshops with upReach. We are pleased to report strong results from the first year and the programme is running for a second year in 2020 after being quickly transitioned to an online format.

We sponsor Rare Discuss, an exclusive training programme for university students from less advantaged backgrounds who are interested in pursuing a career in law. Students get face-to-face time to talk to lawyers; are guided through the trainee application process and what to include in application forms/CVs, and mock interviews based on different formats used by law firms.

We have made a commitment to provide bursaries for 18 students from less advantaged backgrounds at Cambridge University over the next five years.

4

Recruitment

We use software developed by Rare, called the Contextual Recruitment System, which enables us to identify candidates who have the greatest potential. The system has built-in social mobility metrics to identify outstanding talent that we may have missed through calculating their academic achievement in the context of their personal circumstances. We were the first law firm to start using the software and it is now used by many top employers to find students to fill some of the most competitive and prestigious graduate jobs in the UK.

5

Legal sector social mobility research

We are contributing to a research report, conducted by social mobility organisation The Bridge Group, which investigates the impact of socio-economic background on progression to partnership within law firms. The findings are due to be published in July 2020.

3.4 Enhancing working lives and wellbeing

The legal sector is demanding and, at times, the job can be highly pressurised - we don't shy away from that fact. Our job is to ensure that our people are given what they need to thrive, succeed and be supported professionally. The work we do for our clients is cutting edge and requires our employees to be operating at their best. But we are determined that we give our people access to any support necessary to help them succeed.

Continuous learning

Continuous learning and development is a fundamental aspect of life at the firm. The multi-specialist nature of our lawyers' work means that there is an expectation that they will develop broader skills in addition to typical legal skills: they are expected to understand the wider context in which a business operates. We provide our employees with a range of market leading legal and technical training as well as professional and personal development opportunities. The principle of lifelong learning is embedded in our approach - we recognise the need to continuously upskill our workforce to meet the business challenges of today as well as those we will face in the near future.

We have a strong mentoring culture, which we have built over a number of years. Our aim is to provide all our employees who want a mentor with access to a senior business leader to help navigate the profession or their career path. Mentors can provide impartial career advice at critical points in an employee's career journey, and especially where we see a divergence in diverse

individuals' career paths. Our in-house programme is open to everyone and can facilitate matches from a range of different backgrounds, including BAME, LGBT+, gender specific, from state schools, or those who were the first in their family to go to university. We also participate in the 30% Club cross-company mentoring programme for women and INvolve mentoring schemes, which pair up ethnic minority and LGBT+ talent.

Supporting mental health

Aligned to SDG3, good health and wellbeing, a key focus is supporting our employees' mental health. We want to normalise the conversations around mental health in the workplace and develop a robust system of support and resources for our people. Our approach is reflected in the firm's culture: we go to great lengths to support one another.

We are signatories to the Time to Change Employer Pledge, a commitment to change the way we all think and act about mental health in the workplace. The pledge is underpinned by a 12-month Employer Action Plan founded on the principles of the 2017 Thriving at Work Report and built upon 5 years of evidence-based interventions researched by the Time to Change Employers Team.

Case study: Shifting the conversation

Thrive, our employee network, aims to create a culture of openness around mental health and wellbeing issues, as well as promote good mental health and wellbeing both within and outside work.

We launched the network in May 2018 with an internal event that saw a diverse panel of partners and employees talk openly about their mental ill-health experiences. Building on the success of those conversations, stories from colleagues across the firm have been shared on our intranet and in January 2019, we published an internal video featuring employees sharing personal and candid stories about their mental health.

Case study: Mental Health Awareness Week under lockdown

Each year we celebrate Mental Health Awareness Week. In May 2020, with our building closed as a result of the COVID-19 pandemic, and to raise the importance of helping our staff look after their mental wellbeing, we shifted to a month-long campaign. The theme was kindness and the aim was to celebrate the many acts of kindness that are so important to maintaining our mental health. Over the course of the month, we delivered: a firm-wide virtual event to discuss mental health during the pandemic; small group sessions to explore strategies to build employee wellbeing and find ways of overcoming loneliness during lockdown; one-to-one coaching; sessions to help employees create healthier digital habits; and the promotion of our existing support available to employees to help them manage their mental health.



We work in collaboration with other organisations such as the City Mental Health Alliance (CMHA) in the UK and Hong Kong. We are founding members and active participants in this collaborative membership organisation for senior leaders in large businesses. CMHA aims to create a culture of good mental health for City workers, share best practice and increase mental health understanding. This year we were achieved the highest level that is awarded by CMHA's Thriving at Work assessment, which is based on the evidence-based standards set out in the CMHA's Thriving at Work Guide. It has helped us to understand what we are doing well and where we can make improvements, as well as demonstrating our creativity in finding new ways of working to create a mentally healthy workplace.

Support and resources

There are a number of ways we offer mental health support:

- In 2019, we were proud to be the first law firm to partner with Unmind, a scientifically-backed mental health and wellbeing platform. Accessible from a smartphone or laptop, at home or in the workplace, we saw more than 35% of employees sign up in the first two weeks. With a breadth of functionality and user-friendly audio, video, and interactive tools designed in conjunction with world-leading mental health experts, content includes exercises, courses that cover common mental health problems, suggestions on ways you can support others, and the facility to monitor your mood.
- We operate a 'Be Supported' Employee Assistance helpline for all employees, which is run externally, is entirely confidential and offers employees help, support and access to counselling.
- We have a network of specially trained individuals who act as 'mental health first aiders' throughout the firm and offer confidential support and guidance to employees and signpost them to additional professional help if necessary.

Wellbeing is also a strong area of focus and we provide our employees with a range of benefits, including private medical healthcare, subsidised gym membership and bike ownership. Within our buildings we have in place workplace wellbeing initiatives to enhance productivity such as nutritious staff restaurant food provision, systems to monitor air quality, temperature and humidity, a designated parents' room and yoga classes run by employees for employees.

Case study: H&S and Wellbeing Awareness Week

Every 18 months, we schedule a programme of talks, general information and a health roadshow to raise awareness of various health, safety and wellbeing topics. The latest, in November 2019, featured a talk on the science of fatigue, which was delivered by a Health & Wellbeing Practitioner and covered the different types of fatigue disorders and what we can do to prevent or manage the symptoms. We also heard from a representative from the British Menopause Society who gave a talk that covered both physical and psychological symptoms of the menopause, together with advice about how to discuss the menopause with family and in the workplace.

“ Partnering with Unmind has enabled us to add digital wellbeing support to our wellbeing strategy. The platform complements our way of working and is proving to be a valuable tool in helping people look after their mental health both at work and at home.

Jean Slater-Romp, Head of Reward & Benefits,
HR Systems & Global Mobility



4.0 CLIMATE ACTION

Climate change is no longer on the horizon - it is here and it is already affecting life as we know it. We have to act now while we still have time to change course, and that means everyone – as individuals, as business leaders and as legal advisors.

In line with SDG13, climate action, we are working hard to do our bit and are proud to be positioned amongst sustainability leaders: we are committed to minimising and, where possible, eliminating our environmental impact and supporting the transition to a low-carbon economy. To help us achieve this, we are signatories to a number of external carbon reduction commitments and our environment policy, published on our website, sets out our framework and aims. Our Environment Committee, made up of partners and employees who challenge the status quo, work hard to implement best practice and act as ambassadors, raising awareness of environmental issues amongst colleagues.

4.1 Science-based targets

Having already made huge progress in reducing our environmental impact, we are now building on our strong credentials by setting ourselves increasingly challenging carbon emission reduction targets. The stark reality is that business as usual will not provide the reductions required to meet our ambitions, so we are significantly stepping up our efforts.

We have joined the Science Based Targets initiative, becoming the first law firm to set approved targets. This demonstrates our commitment to ‘doing our share’ to limit global temperature rise to 1.5 degrees centigrade, and aligns us with current best practice. Over the last year, we have undertaken a review of all of our scope 1, 2 and 3 carbon emissions, and have now established the targets we need to meet.

Alongside direct emissions, such as those produced as a result of the energy we use to run our offices, our other significant environmental impacts are those we do not directly produce but have an opportunity to influence through our behaviours, supply chain and innovation.

Reducing our business travel footprint remains a clear focus. Having already made policy changes to address the carbon intensity of different forms and class of travel, we will continue to look at ways to reduce this further. At a time when more is being achieved remotely, we will use these learnings to influence our ongoing behaviours.

Highlights



We have committed to reduce our absolute Scope 1, 2 and 3 Greenhouse Gas emissions by 50% by 2030 from a 2018 base year



100% of the electricity in our London office is procured on a green tariff



During the last 10 years, we have reduced the absolute carbon emissions associated with our energy use by 63%



We recycle, on average, 96% of the waste produced in our London office

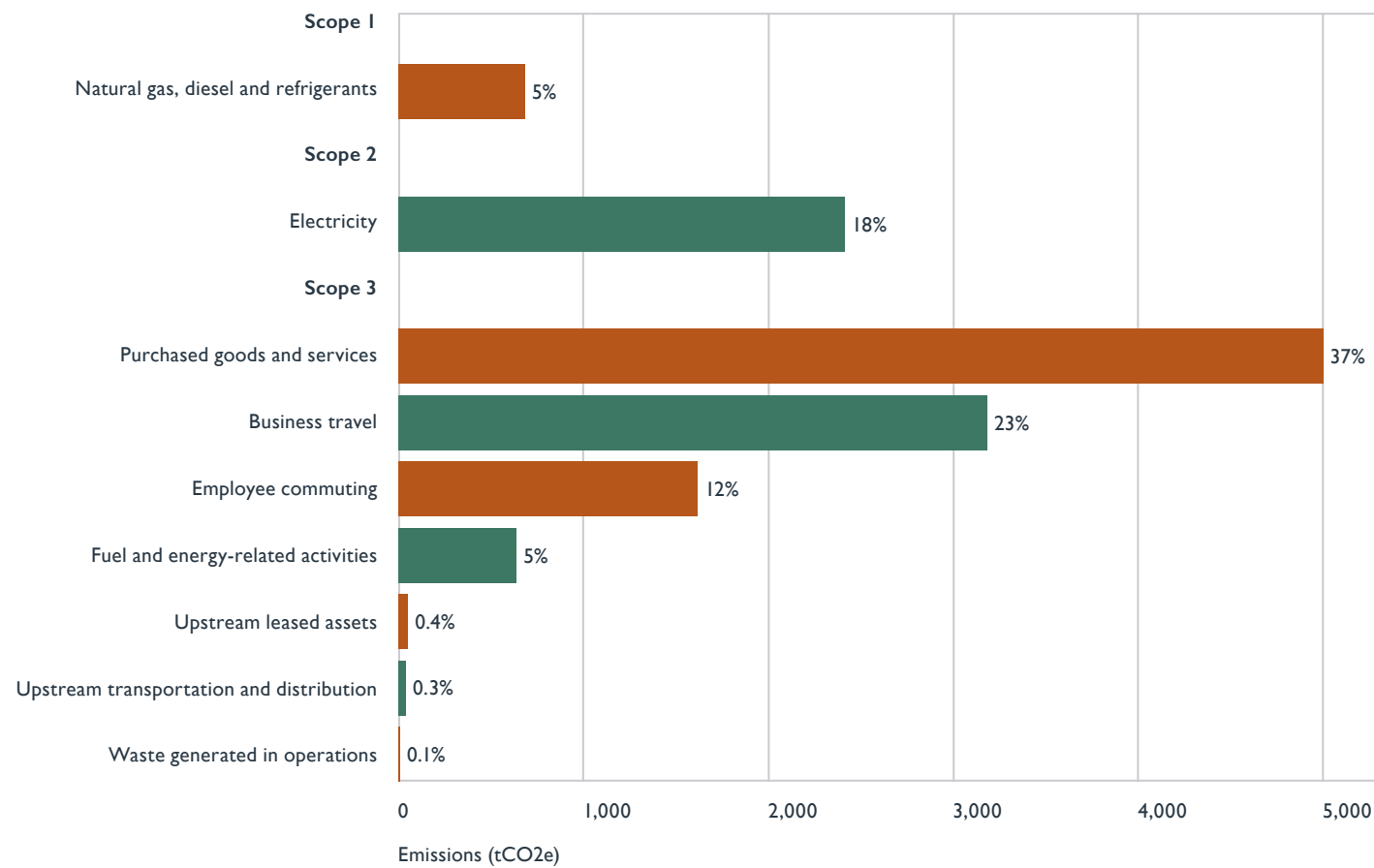


We hold both ISO 14001:2015 (environment) and ISO 50001:2011 (energy) management system certifications for our London office, demonstrating our commitment to continual improvement in our performance

Another area of ongoing focus is the impact of goods we purchase and services we procure. Just as we turn to our supply chain to support us to achieve our goals, we are conscious that we form part of our clients' supply chain and are pleased to be able to support them with their own environmental ambitions.

Our targets will see us strive to achieve a 50% reduction in absolute scope 1,2 & 3 carbon emissions by 2030 from a 2018 base year, and take us on a trajectory that could see us reach net-zero – without the use of offsets – by 2042.

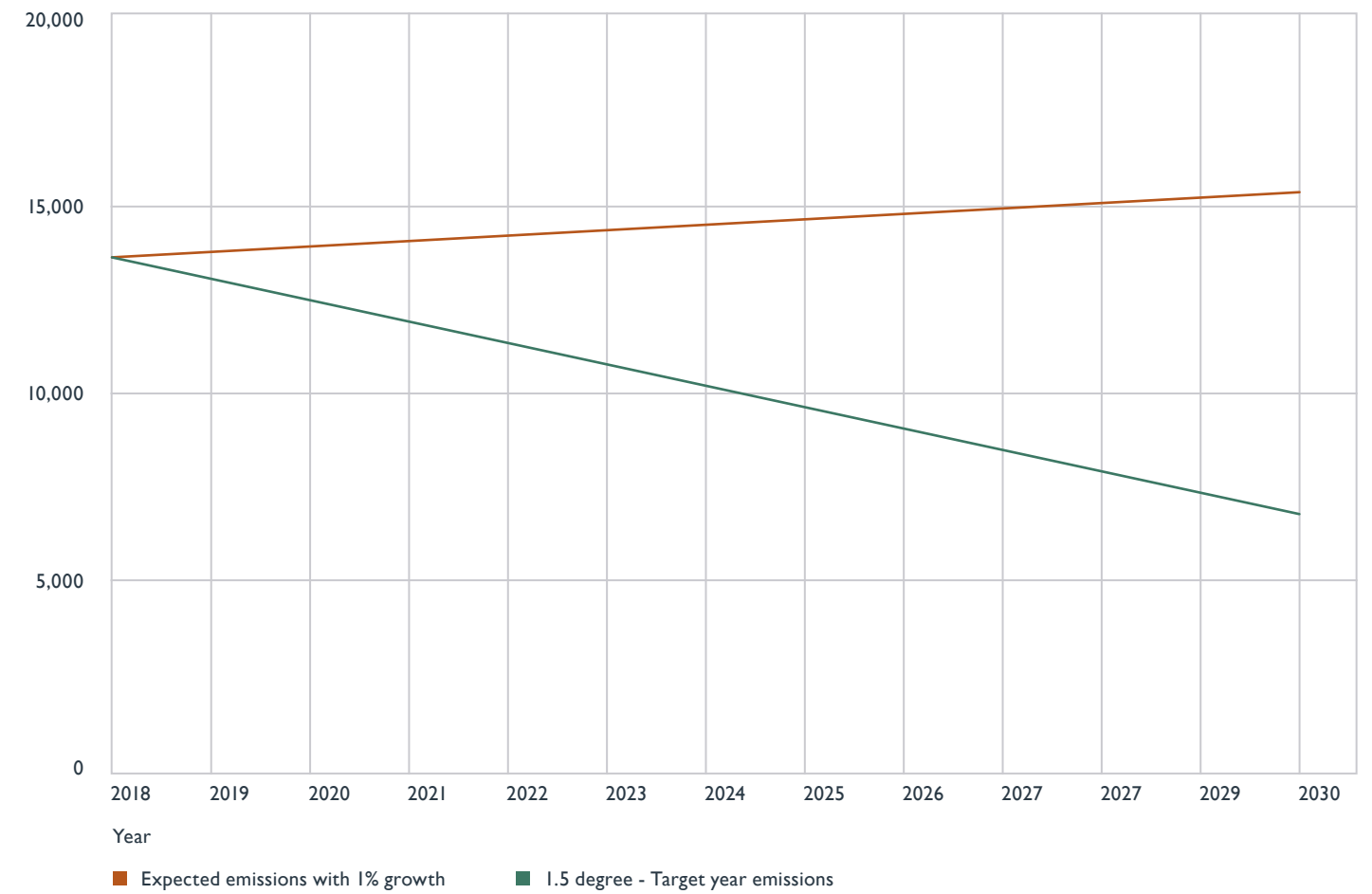
Our 2018 base year carbon footprint



We are firm believers that alongside the environmental benefits, this transition will provide much wider business opportunities and we are excited about the changes to come.



Reduction targets



4.2 Our environmental strategy

■ Our building and operations

One of our most significant environmental impacts is our reliance on energy to run our buildings. We procure all of the electricity in our London office from renewables and continue to find new ways to reduce energy use across our estate. Our Energy Management System allows us to set targets and measure our progress in reducing energy consumption and greenhouse gas emissions. It is used to identify the effectiveness of innovations to improve energy efficiency and other adjustments, such as the installation of LED lighting and plant lifecycle replacement.

Waste reduction is a fundamental element of our strategy and we go to great lengths to reduce, reuse and recycle materials wherever possible. Over the past year, we have used food waste reduction software to support us to manage our food waste and action changes, leading to a 50% waste reduction in some areas. Our focus remains on moving resource use to a circular model.

We set high standards of our caterers, who endeavour to source all produce as locally as possible and work with suppliers and farms practicing ethical and sustainable farming methods. For example, our meat comes from UK Assured farms, all eggs are free range, our fish supplier holds an MSC Chain of Custody Certificate and our chicken is from Red Tractor certified suppliers.

Printing large documents has been part and parcel of the solicitor role in the past but we have been making great strides to reduce our printing through new software and systems. These include the introduction of digital signing software for contracts, using AI software Luminance so that we no longer require hard copy files for a number of processes required by regulators and we are reviewing our future print requirements to identify efficiencies in our printing estate.



■ Employee behaviour

Impacting employee behaviour is challenging for any business, but there are a number of ways we engage our people in supporting our carbon reduction efforts. New joiners to the firm receive information about what we expect of them, and we also run awareness and information campaigns, deliver training and engage as many people as we

can through community projects. We also encourage our people to use more sustainable modes of transport (or to use virtual meeting software rather than travel at all), not just for business purposes but also in their commute, and participate in the Cycle to Work scheme in the UK.

■ Suppliers

As a professional services business, many of our largest environmental impacts relate to our purchased goods and services. We work alongside our service providers to develop innovative ways to reduce our environmental impact throughout the full lifecycle of our supply chain. For example, we review the frequency and travel distance of deliveries, minimise delivery packaging and optimise recovery, and ensure where possible that products are purchased with a recognised Chain of Custody (for example, MSC certification for seafood and FSC certification for paper)



■ Partnerships and external initiatives

We are signatories to RE100, a collaborative, global initiative led by the Climate Group in partnership with CDP, and have committed to sourcing 100% of our future global electricity requirements from renewables.

As signatories to the Paris Pledge for Action, we have set science-based targets in line with the reductions required to keep global temperature rise below 1.5°C.

Our London office holds ISO 14001:2015 and ISO 50001:2011 certified Management Systems demonstrating our commitment to high standards and continual improvement.

We are founding members of the Legal Sustainability Alliance, an inclusive movement committed to collaborative working across the legal profession to take action on climate change.

We sit on the steering group for the Islington Sustainable Energy Partnership, a public and private sector body set up to reduce Islington's carbon footprint.

Case study: Cutting out single-use disposables

We have committed to significantly reduce our reliance on single-use plastics and other disposables and have an ongoing programme in place to review these throughout our operations. This has seen us already remove all of our single-use coffee cups, bottled water, cutlery and a large number of other catering containers, as well as a number of other single-use consumables - diverting over 650,000 items per year from our waste stream. For example, in our London office we have a closed-loop system of reusable food containers and coffee cups for staff to use and return to collection points. Alongside this, we have also been educating our people on the plastics issue. For example, we organised a team plastic-fishing day to educate staff about the issue of plastics in our waterways and raise funds for educational trips for London schoolchildren.

Mapping a sustainable supply chain**Timber and pulp products**

We aim to purchase consumable products with recognised FSC certification or recycled content, such as cleaning and catering consumables.

Printing

Our printer paper carries both FSC and Ecolabels and we have undertaken a review of our printing estate.

Recycling

Following the waste hierarchy, we firstly try to reduce and then recycle as much of our waste as possible. We currently sort our waste on site to maximise recycling opportunities and our food waste is sent to Anaerobic Digestion.

Minimising chemical use

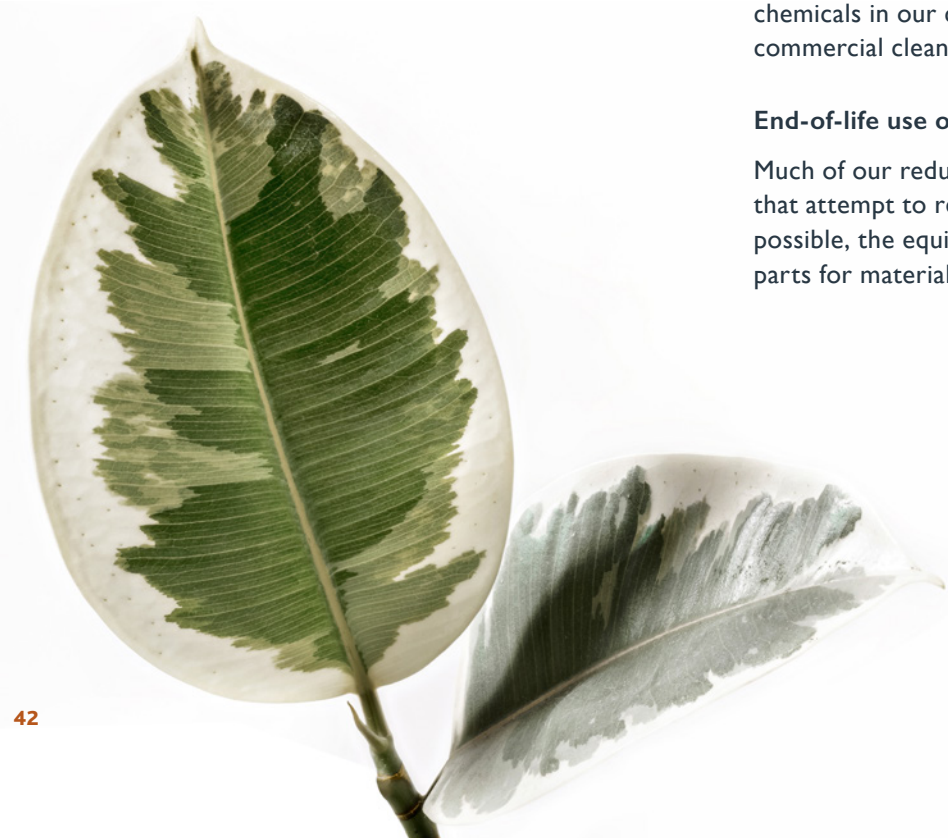
We eliminate use of harmful products in our operations where possible. A recent example includes substituting chemicals in our cleaning regime for a natural water-based commercial cleaning system.

End-of-life use of equipment

Much of our redundant equipment is sent to companies that attempt to reuse or recycle it or, if this is not possible, the equipment is broken down into component parts for material recycling.

“ We are proud to be the first law firm to set approved science-based targets. Although our carbon reduction targets are exceptionally ambitious, we have a vital role to play in supporting the transition to a low carbon economy. Businesses have to act now, even during these difficult times, and drive forward change through their own operations and value chain so that the momentum in tackling climate change is not lost.

Helen Clark, Head of Environmental Sustainability



5.0 OUR PLACE IN SOCIETY

The firm has a long history of supporting communities and directing our time, skills and funding to have a positive social impact. In fact, one of our longest standing community partnerships, with the Legal Advice Centre in East London, goes back to the 1970's and our Charitable Trust has been funding charities for 20 years.

At the heart of why we help is the desire to genuinely make a difference and use our skills to benefit others, and this is reflected in our approach. We are led by the charities, schools and community groups we support and what they need from us. Underpinning all this is the encouragement we give to our people so that they can support the causes that they care about.

This is not just the right thing to do – it is good for the firm, our people and part of our ingrained culture.

Highlights

GivX Top 25 Award - In 2019, we were recognised in the GivX Top 25, which benchmarks corporate giving through time and financial support to the community.



Recognition in Hong Kong - We received a Silver Award from the Hong Kong Law Society's 2019 Pro Bono and Community Work Recognition Programme. More than 80% of lawyers in our Hong Kong office gave their time to pro bono and community volunteering initiatives in 2019. In addition, partners Natalie Yeung and Benita Yu won individual Bronze and Silver awards respectively as part of the programme.

5.1 Pro bono

Our core capability as a law firm is our legal knowledge. Pro bono is an integral part of our culture and enhances our other responsible business areas. Our pro bono work demonstrates a strong commitment to social mobility and citizenship through our relationship with our immediate communities, but it also spans the globe as we put our legal skills on the front line for our wider ecological environment and other charities making a tangible difference in the world around us. Using our legal skills to drive forward the UN's Global Goals is one of the most valuable ways we can contribute.

Our pro bono work is directed towards three main areas: giving charities specialist legal advice, supporting community organisations that address access to justice and assist individuals in need; and delivering legal education projects such as those that help charity professionals navigate common legal issues. Some examples across these three strands are in this section.

The impacts from our pro bono programme particularly centre on furthering SDG16 - Peace, Justice and Strong Institutions and SDG17 - Partnerships for the Goals, as well as increasing the reach and effectiveness of the organisations we advise to make tangible achievements across the breadth of the SDGs. For example, last year we collaborated on projects positively impacting increased education and literacy, reducing plastic pollution and good health and wellbeing. Further examples are below.

Goal 16 - Peace, Justice and Strong Institutions

- We support Islington Law Centre and the Citizens Advice Bureau at the Royal Courts of Justice with donations and pro bono support. Our volunteer lawyers regularly attend legal clinics either face to face or over the phone to advise individuals in need, which has resulted in significant casework successes, leading to a reduction in poverty, lower indebtedness and improvements in housing.
- Set up as a project by Mencap, and now a fully-fledged charity in its own right, Access Social Care aims to improve the quality of life for people with a learning disability and their families. Our volunteers work with Access to provide casework support to people with social care needs, ensuring they get the social care support they need.
- Amicus is a small charity that conducts research and provides representation to those facing the death penalty in the United States. It aims to ensure better access to justice (in particular around injustice in capital cases in relation to mental illness, intellectual disability, race and poverty) and to raise awareness of the potential infringement of defendants' rights. Our volunteers track and conduct case reviews of capital cases on projects in Missouri and Florida.
- We publish a Legal Toolkit for Charities and bring this to life through practical workshops that aim to help charities navigate legal issues, such as how to improve their governance and operations, deal with employment law, understand IP and embed good data protection practices.
- Firm Futures, a joint project with St Luke's Community Centre in Islington, helps local residents, many of whom have struggled with long term unemployment, to set up their own businesses. We deliver workshops on legal topics such as company structures, data protection, contracts and intellectual property.

Goal 17 - Partnerships for the Goals

- We give pro bono support to The Chancery Lane Project, a collaborative platform to develop new model contracts and laws to help fight climate change.
- The Drink Without Waste initiative aims to reduce single-use beverage plastic pollution in Hong Kong. Made up of a broad coalition of drink producers, bottlers, retailers, recyclers and NGOs, we have been providing pro bono advice in relation to competition law, preparations of NDAs and general commercial law advice and support.
- We have been giving pro bono research and advisory support to Sustainability First, a charity working to increase sustainability solutions in the energy and water sectors. Led by our competition team, we have been assisting with the charity’s analysis of the interaction between sustainability, law and regulation applicable to utility industries.
- We advise the British Red Cross on a number of areas, including partnership agreements for access to food and food banks during the COVID-19 crisis. We have also advised them on the implementation of pre-paid banking cards for a disaster relief urgent response scheme.
- The Royal Marsden Cancer Charity funds ground-breaking cancer research, state-of-the-art equipment, modern patient environments, and world-leading treatment and care. As a long-term pro bono client of the firm, our lawyers have advised the charity on structuring, tax and data protection.
- The National Literacy Trust helps disadvantaged children and young people in the UK gain the literacy skills they need to succeed, improving outcomes in education and life. A charity partner of the firm for more than 10 years, our pro bono support has centred on intellectual property advice, data protection and real estate matters.
- We partner with other legal service providers and experts across joint projects, such as a research project for Barnardo’s on the draft Domestic Violence Bill.
- The Federation of Women Lawyers was established more than 40 years ago by a group of female lawyers whose vision was to pool together resources to support female lawyers in Hong Kong and the causes of women and children. We provide pro bono support to the organisation including company law matters, data privacy and other legal issues.
- The FlipFlopi Project is a circular economy project based in East Africa and the team have built a sailing dhow (boat) from eight tonnes of waste plastic collected from the beaches and roadsides in Kenya and covered in discarded flipflops. Working with UNEP’s Clean Seas initiative, in February 2019 the Flipflopi dhow set sail from Kenya to Zanzibar, covering 500km, to raise awareness about marine plastic pollution. We have been supporting with pro bono advice for the project’s legal structuring, operational and expansion needs, including advising on the privacy policy and data protection.
- We partner with clients to provide pro bono support to their charity partners, as well as working collaboratively to deliver charity training sessions and build internal legal capacity within charities and social enterprises.
- We are members of LawWorks and TrustLaw, which match the legal needs of charities and not-for profits to the capacity and expertise of law firms. Through collaborating in this way law firms can meet the needs of the third sector in the most effective way possible.

2019 in numbers

75

the number of charities we provided with pro bono legal advice

522

the number of individuals reached through the community advice projects we support

146

the number of recipients of our Legal Essentials Toolkit and attendees to our Legal Masterclasses for Charities



5.2 Citizenship

Poverty is not just an issue for developing countries - it is also on our office doorsteps and we believe that no one should be left behind. We believe it is important to help communities to thrive and to make a valuable contribution to issues where there is most need. Whether it be giving our time to help charities at an organisational level or working in the community with those who are trapped in a cycle of poverty, taking on fundraising challenges or directing financial support to international crises, we take our role as a business and global citizen seriously.

2019 in numbers

350	the number of staff in London involved in community projects
2,680	the number of hours in volunteering time they gave

Project highlights

Firm Futures

First launched in 2013, we run Firm Futures, which helps individuals not in permanent, full time employment, to set up their own businesses. Together with St Luke's Community Centre in Islington and enterprise experts B Consultancy, we aim to build participants' confidence and the skills needed to set up a business through a series of monthly workshops. We also provide bursaries, mentoring and a subsidised workspace at St Luke's. In the last cohort, which came to an end in January 2020, 49 people accessed workshops and support, 20 went on to access the higher level workshops, of which 15 were paired with a mentor from the firm and 10 received a bursary of up to £2,000. Within 24 months of starting the programme, 85% of participants have started to trade or are close to trading.

CoRe programme

The CoRe programme, which we have delivered with our client Macquarie since 2013, uses the time and skills of around 40 volunteers to help 10 Islington charities each year to become more sustainable. Over a period of six months, small teams work with local not-for-profits to tackle strategic projects such as writing business plans, building communication strategies and scoping out opportunities to diversify their income. This year, we are running the programme virtually for the very first time, something we have not considered before, but which made sense given the lockdown restrictions as a result of COVID-19.

From the 2019 programme, the charities reported:

- 10/10 - improvements to their capability, most significantly their ability to provide better services for their beneficiaries
- 7/10 - improvements to their capacity, most significantly their ability to better engage more beneficiaries and provide new or additional services
- 7/10 - improvements to their future sustainability, most significantly their ability to identify opportunities and to minimise threats

A focus on homelessness

Our employees in Brussels support Serve the City, a volunteer initiative that started in Brussels but is now active globally. Amongst its activities, it supports the homeless by distributing food and other essential support, particularly when homeless shelters are largely closed during the spring and summer. Our employees help prepare sandwiches and food packs, and distribute these as part of the Serve the City team.

We also fund the Margins Project in London, which helps the homeless and those at risk of homelessness, directing our funds to the training programme to help participants gain work in the catering industry, and for the provision of advice in the crisis drop-in service.

Raising funds for Hong Kong charities

Our Colour Fundraising Day has supported a number of charities in Hong Kong that span a range of causes. These include everything from Think Pink's breast cancer awareness work, to environmental charity Redress that aims to prevent and transform textile waste. We have also raised money through the City Chamber Orchestra of Hong Kong's Charity Ticket Scheme in aid of The Hong Kong Society for the Blind and the Tung Wah Group of Hospitals. Capitalising on our Funds for Fundraisers matched giving scheme provides matched funding on top of what is raised by our employees.

Internews

As in international law firm, we also have an international focus to our citizenship strategy. One of the ways we do that is to partner with Internews, an international NGO that works to improve communication flows between humanitarian organisations, local media and the people affected by natural and man-made crises. Through funding and pro bono support, we are proud to support their humanitarian crisis work.

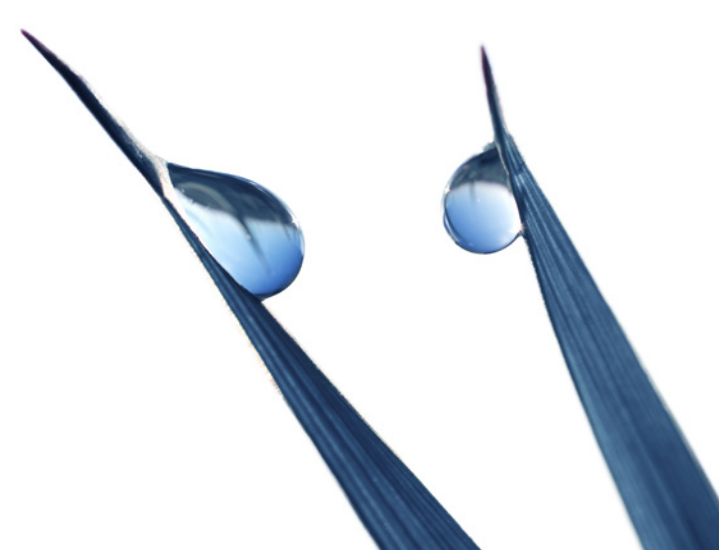
Case study: Connected to our community of Islington

Our London office is situated in Islington, where we focus a lot of our support. The borough is often mistaken for an affluent area but, in reality, has the third highest level of child poverty in the country - 47.5% live below the poverty line. Similarly, older people experience the fourth worst levels of income deprivation in England.

We support a number of charities that are tackling the biggest social issues in the area. These include a mentoring scheme for vulnerable children, befriending projects to reduce social isolation in older people and support of the Job Club service at our local community centre. We began working with many of our local community partners 20 years ago.

From our support in Islington in the past year, we have seen tangible outcomes for the individuals and organisations we have helped:

171	people got into work, self-employment or training
700	people experienced an improved quality of life
13	organisations improved their capability, capacity or sustainability



6.0 EXXPEDITION ROUND THE WORLD

One of our stand-out partnerships is our sponsorship of eXXpedition Round the World 2019-2021, a pioneering sailing voyage and scientific research mission.

eXXpedition Round the World is an all-female sailing voyage that is travelling over 38,000 nautical miles over 30 voyage legs starting and ending in the UK. Its crews are exploring the devastating effects of plastics and toxics in our oceans via four of the five oceanic gyres and the Arctic.

Led by Emily Penn, the eXXpedition crews are made up of 300 women from diverse multidisciplinary and cultural backgrounds. As an all-female voyage it is also celebrating women in STEM (Science, Technology, Engineering and Mathematics) roles and female leadership, raising awareness of the disproportionately negative effects of toxics on women's health.

The initiative touches on so many of the UN's Global Goals, primarily around health and wellbeing for SDG3, gender equality for SDG5, responsible consumption for SDG12, life below water for SDG14 and crucially, partnerships for the Goals for SDG17.

The purpose of the voyage reflects our broad responsible business agenda and is bringing together key areas of our work in an effort to contribute to its long-term impact. It reflects our values and aspirations and we see this inspiring long-term project as complementary to our responsible business strategy, which cuts across so many areas of our work.

Our pro bono legal support to eXXpedition has evolved into an inspiring platform to demonstrate the positive impact of pro bono support to the wider project and beyond, with support across a number of areas including asset ownership, insurance, complex contracting arrangements and governance, all brought to life as eXXpedition launched.

Our pro bono efforts have also been used to support a variety of other non-profit organisations working to tackle the plastic problem. As you will have seen from the previous chapter, we have given significant pro bono support to projects aimed at reducing the use of single-use plastics and plastic pollution, which led to us being shortlisted for The Lawyer Pro Bono Award in 2019. Our advice has helped entities both in the UK, such as A Plastic Free Planet, whose mission includes empowering consumers to choose plastic free, as well as internationally, such as The FlipFlopi Project, a circular economy project based in East Africa, whose team have built a boat from 100% waste plastic collected from the beaches and roadsides in Kenya, and the Drink Without Waste campaign, which is aimed at reducing plastic waste from beverage consumption in Hong Kong.

SLAUGHTER AND MAY
PROUD SPONSORS OF
eXXpedition
ROUND THE WORLD 2019-21

30 nationalities represented on the crew so far

31 voyage legs

300 multidisciplinary women on the voyage crew

38K nautical miles



© AnaJarc

We also commissioned the charity Young Citizens to create a unique set of resources for schools, with the aim of inspiring the next generation to be active citizens and play their part in looking after our oceans. Working with the team at eXXpedition, we designed a series of Key Stage 2 [classroom-based resources](#) that help pupils understand the impact of plastic pollution in our oceans, how it happens and why the ocean is so important. Crucially the programme challenges pupils to think about what they can do to address the issue. We also will roll out an adapted version of the resources as part of our employee volunteering programme.

Within the firm, the partnership has provided us with a platform to bring to life and talk about our environmental commitments, particularly around plastic reduction and the circular economy in line with SDG12, responsible consumption. We have made considerable progress in eradicating single-use plastics from our offices, such as through the replacement of disposable coffee cups with a system of reusable cups, alongside substituting other single-use consumables across our catering and cleaning operations, which combined, has made a significant difference.

One of our aims was to use the sponsorship as a convening tool in which to evolve the conversation on issues affecting women today and stories about female empowerment and leadership through focussed client and staff events. On International Women's Day in March 2020, we launched a short film of Sally Earthrowl, Mission Leader at eXXpedition, talking about what the day meant to her and why initiatives like eXXpedition Around the World are so important to further the conversation around gender equality, in line with SDG5.

Throughout our history, we are proud to have taken decisions with a long term view. Our support for an important endeavour such as eXXpedition is in recognition of our responsibility to contribute to solving long-term challenges facing society and our planet.



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“ eXXpedition is a radical mix of adventure, science, advocacy and action to help understand the nature of a complex problem; the contamination of our bodies and our seas. Each voyage is designed to be a platform for ambassadors to take forward projects tackling plastics and toxics, and raise the profile of the issues to create change at a personal and organisational level, and influence national and international policy makers.

We hope our journey around the world, taking in four ocean gyres and the Arctic, will contribute to important scientific studies while inspiring action to protect our ocean. Our partners are key to spreading the word and educating people about what we are doing.

Emily Penn, eXXpedition co-Founder and ocean advocate






© eXXpedition & Nomad Mneumonics

7.0 ALIGNMENT TO THE UN SUSTAINABLE DEVELOPMENT GOALS

How our activities are mapped to the Goals

Goal	Our activities	Page
 <p>1 NO POVERTY</p>	<p>No Poverty</p> <ul style="list-style-type: none"> • Community outreach and charity support 	48-49
 <p>2 ZERO HUNGER</p>	<p>Zero Hunger</p> <ul style="list-style-type: none"> • Responsible sourcing of food 	40
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Good Health and Wellbeing</p> <ul style="list-style-type: none"> • Promoting mental health and wellbeing • Support and resources for mental health and wellbeing 	32-33 34
 <p>4 QUALITY EDUCATION</p>	<p>Quality Education</p> <ul style="list-style-type: none"> • Literacy and schools outreach • Cambridge University bursaries • eXXpedition school resource 	27-28 30 52
 <p>5 GENDER EQUALITY</p>	<p>Gender Equality</p> <ul style="list-style-type: none"> • Gender balance strategy • Female leadership and development • Support for working familie 	21 & 52 21 22
 <p>6 CLEAN WATER AND SANITATION</p>	<p>Clean Water and sanitation</p> <ul style="list-style-type: none"> • Natural water-based cleaning 	42
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Affordable and Clean Energy</p> <ul style="list-style-type: none"> • Commitment to REI00 and use of renewable energy 	37, 40 & 41

	Decent Work and Economic Growth	<ul style="list-style-type: none"> • Supplier Code of Business Conduct • Approach to addressing modern slavery • Approach to innovation • Living Wage commitment • Undergraduate support and outreach • Firm Futures community initiative 	14 14 16 18 30 48
	Industry, Innovation and Infrastructure	<ul style="list-style-type: none"> • Slaughter and May Collaborate • An innovative approach to our Africa practice 	17 17
	Reduced Inequalities	<ul style="list-style-type: none"> • Approach to diversity and inclusion • Gender and ethnicity pay gap report • Employee networks • Inclusion Allies • BAME and LGBT+ inclusion • Social mobility strategy • Mentoring culture 	20 21 22 23 23-24 26 32
	Sustainable Cities and Communities	<ul style="list-style-type: none"> • Islington Sustainable Energy Partnership • Employee travel 	41 41
	Responsible Consumption and Production	<ul style="list-style-type: none"> • Waste and recycling • Food waste reductions • Cutting out single-use disposables • End-of-life use of equipment 	37 40 42 & 52 42
	Climate Action	<ul style="list-style-type: none"> • Science-based targets • Impacting employee behaviour 	37-39 41 & 42
	Life Below Water	<ul style="list-style-type: none"> • Chain of Custody for seafood • Sponsorship of eXXpedition Around the World 	41 51

	Life on Land	<ul style="list-style-type: none"> • Reducing printing • Chain of Custody for paper 	40 41
	Peace, Justice and Strong Institutions	<ul style="list-style-type: none"> • Cybercrime prevention strategy • In-Houser campaign • Pro bono to promote the rule of law and ensure access to justice 	13 15 45
	Partnerships for the Goals	<ul style="list-style-type: none"> • Pro bono for effective partnerships <p>Much of our impact on the other 16 SDGs is delivered through partnerships with clients, suppliers, other stakeholders and community partners. We think there are many more opportunities to establish new partnerships with others in our community, to leverage the skills of both partners to increase our impact.</p>	46 & 51

Case study: Responsible Business Week 2019

The firm's first Responsible Business Week brought together events and activities that centre around the what, why and how of responsible business. The aim was to inspire and engage our staff in exploring how we might integrate responsible business into 'business as usual' and the strategic and operational decisions we make every day.

Sessions included a panel chaired by our General Counsel entitled: 'Do our clients have a future?' featuring experts at Standard Chartered Bank and think-tank Sustainability First, with corporate partner Rob Innes giving an adviser perspective. The discussion explored what it will take for businesses to be prosperous in the future with the backdrop of social and environmental upheaval, and what it means to look to purpose beyond profit.

We also published our [Responsible Business video](#) and delivered a firm-wide training session on 'Sustainability and climate change: developments and legal obligations'.

Wanting to give people tangible things they could do as a result of the week, we ran a pop-up in our staff restaurant that featured apps to help spot and report modern slavery in daily life, information on how to give money and time most effectively, top tips from employee network members on inclusive behaviours and guidance on how to calculate and reduce your personal carbon footprint.

To bring the week to a close, a group of volunteers headed to our local primary school to deliver a workshop that aimed to help pupils understand what the UN's Global Goals are and why they are important.

Responsible Business Committee



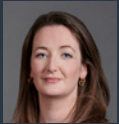
Paul Stacey
Executive Partner



Dominic Robertson
Partner



Ewan Brown
Partner



Holly Ware
Partner



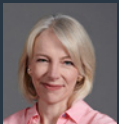
Jeff Twentyman
Partner



Lisa Wright
Partner



Robert Byk
Partner



Sarah de Gay
General Counsel



Uzma Hamid-Dizier
Head of Inclusion and
Responsible Business