

CLYDE & CO

# Responsible Business Report





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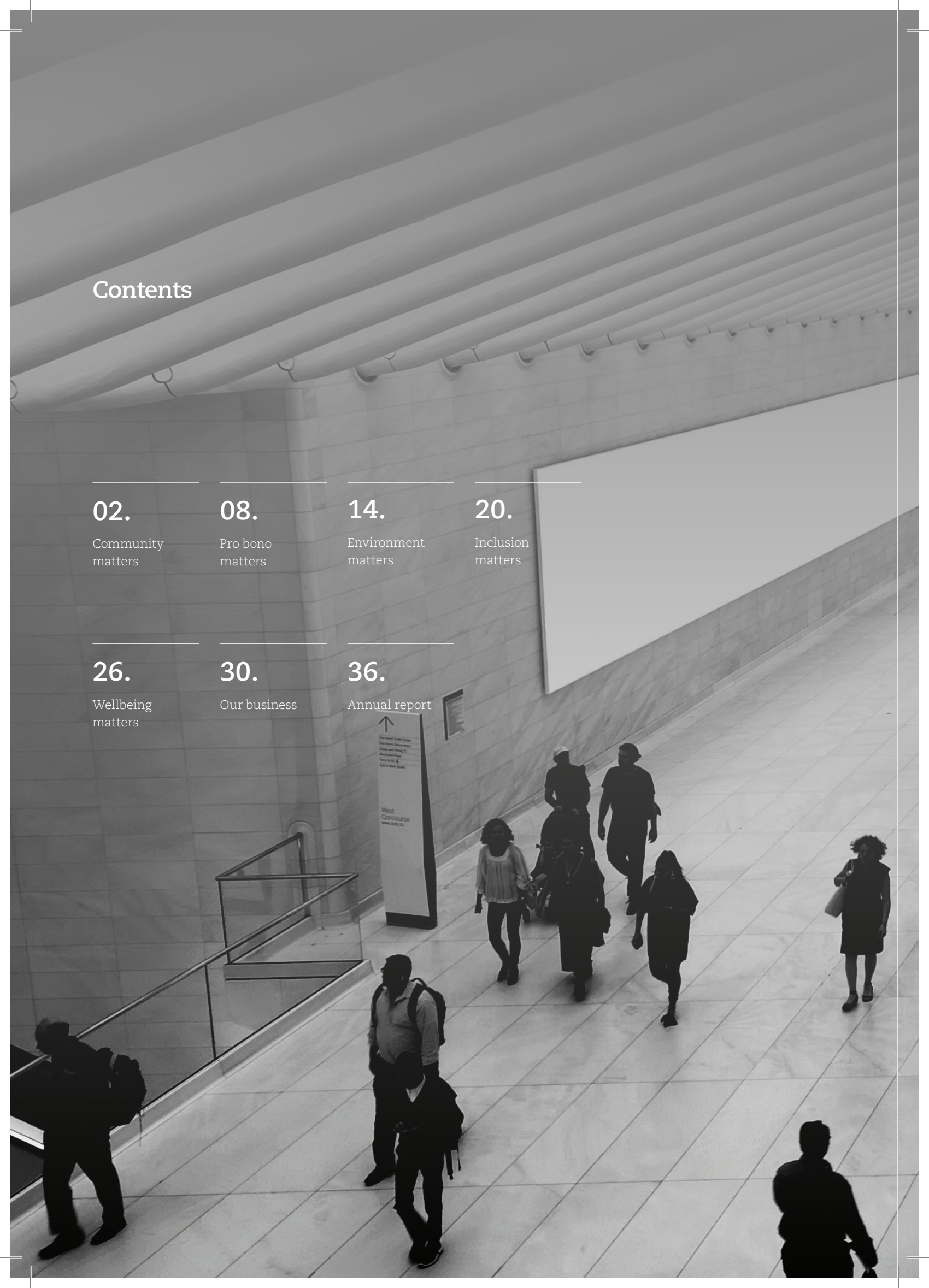
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## A message from our CEO

We believe that our firm's license to operate depends on being a responsible business. As lawyers, we use the principles of the law to guide us in these efforts: equality and fairness, access to justice, effective regulation and government, and the promotion and protection of human rights. We also use our commitment to the UN Global Compact to help shape our approach. Our progress against this framework is reflected in this report.

This year, we have all seen how quickly and comprehensively the world can change, creating sudden and extraordinary new challenges in every community and in every organisation. A number of our initiatives were long in place before the pandemic became a feature of our everyday lives, however, we also acknowledge that this year, more than ever, we need to ensure that we are responding quickly in our local communities.

In May, we signed the British C-19 Business Pledge, which aimed to bring together businesses and universities in a global effort to tackle Covid-19 and support employees, clients and communities through the crisis. We also made donations to the Disasters Emergency Committee Coronavirus Appeal to help support some of the most vulnerable people around the world, and to the Trussell Trust, which operates a network of food banks across the UK.

Moving ahead in these uncertain times, we must further strengthen our resolve to integrate responsible business practices in every corner of our business and fully integrate them into our strategic planning.



**Matthew Kelsall,**  
CEO

# Community matters



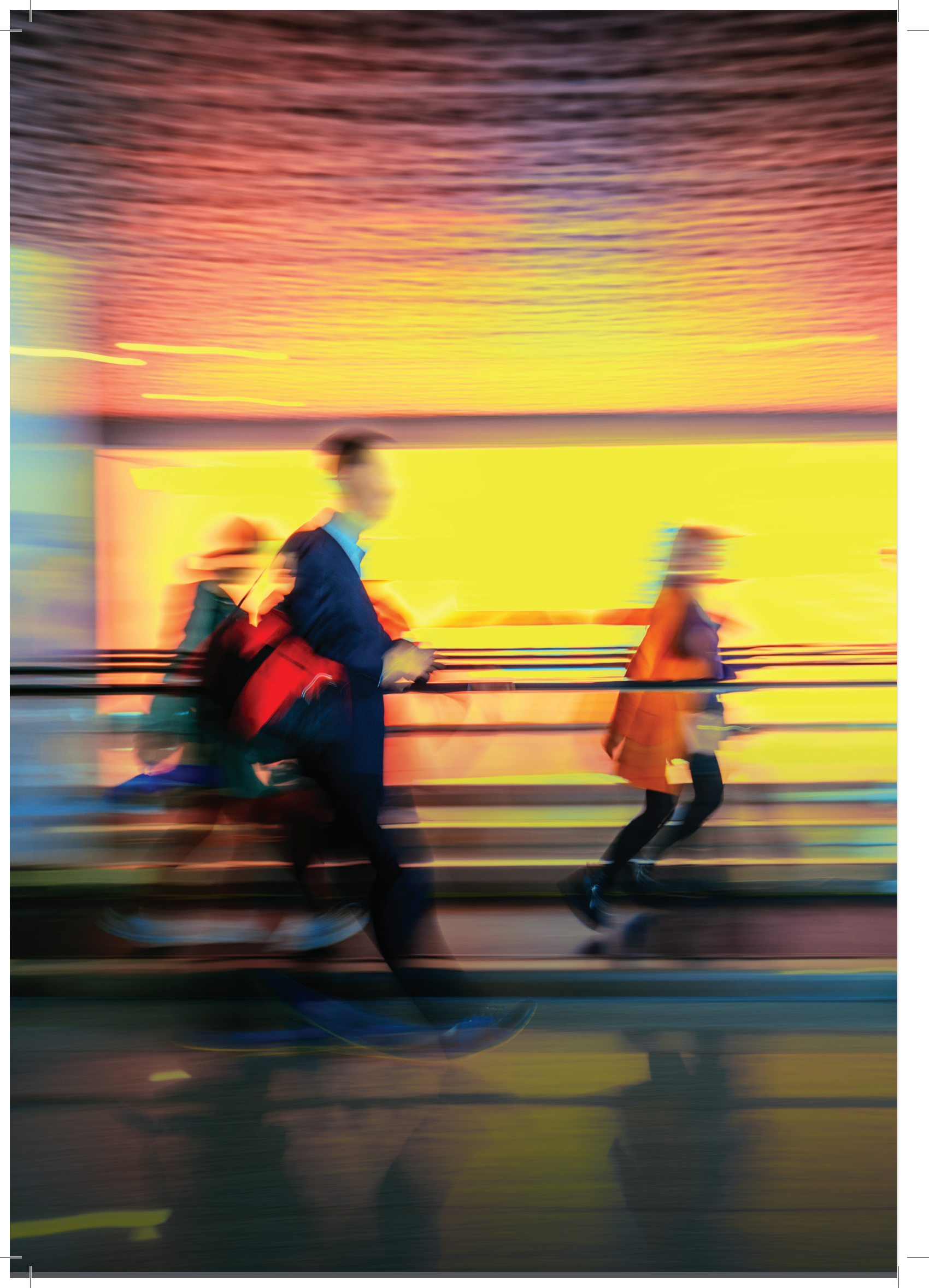
## 4 QUALITY EDUCATION



We encourage our people around the world to support the communities in which we operate, and beyond. We seek to develop relationships with charities and community organisations where, alongside financial contributions, we can help through volunteering opportunities, giving our time and skills. Not only does this benefit our community partners but also supports our people's development and helps to bring new perspectives and insights to the firm.

The global theme of our programme is 'Inspiring Young Lives' and our local offices are encouraged to tailor this theme and focus on the issues most relevant to them. Many of our initiatives focus on helping young people to raise their aspirations, develop their skills and learn about the world of work. For our people wishing to fundraise for the causes they personally support we have a matched fundraising policy.







## Social mobility

Our Bridge to the City work experience programme in London is a one week programme that aims to help young people from less advantaged backgrounds improve their understanding of professional careers and enhance their employability skills. We welcome Year 12 students from three local schools to our office for a packed timetable of workshops, activities, skills sessions and a group project. Students are placed across the firm in both legal departments and business services functions. Some of the sessions they complete include:

- CV workshops
- Mock interviews
- Speed networking
- Personal brand workshop

Feedback from students has been overwhelmingly positive with 100% of students reporting the experience met or exceeded their expectations and increased their understanding of careers available in law firms. Our people have also told us they find participating in the programme rewarding and fulfilling.

Bridge to the City complements our mentoring and reading programmes that also aim to improve social mobility of the students we support. This year we were pleased to launch a new e-mentoring programme that allowed volunteers from around our UK offices to support 60 young people from social mobility 'cold spots' which are areas that traditionally receive less corporate support. In 2020 we signed up to The Social Mobility Pledge, a coalition of 450 business and more than 50 universities that encourages organisations to be a force for good by putting social mobility at the heart of their purpose.

In collaboration with a number of other law firms, we have continued to support the City Solicitors Horizons programme this year. The programme is a social mobility initiative set up by the City of London Solicitors' Company, City Solicitors' Educational Trust (CSET) and The Legal Education Foundation (TLEF) with the support of The City of London Law Society (CLLS). It aims to improve access to the legal profession by working with students from less advantaged backgrounds over a three year period providing: mentoring, work experience, and training.

Social mobility is also a focus in Canada, where we are embarking on a new partnership with the organisation Big Brothers and Big Sisters of Montreal, a charity that supports disadvantaged children and young people. In addition to making a financial contribution, our people will be volunteering as part of their mentoring programme.

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It has helped me to really understand the career path I want to follow and has confirmed my decision to go to university!

E-mentoring participant



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## Supporting communities in the Middle East and Africa

We have been partnering with Manzil School for children with special needs in Dubai for a number of years. During this time we have welcomed a number of young people to our offices for work experience placements. In 2018, we were delighted to take on one of the students who had completed work experience with us as a full-time employee in our facilities team. We have also provided legal advice in areas such as employment and immigration.

Our Middle East and Africa (MEA) offices have also continued to support a number of other charity partners including the Al Jalila Foundation, Orbis, Mission to Seafarers, SOS Children's Villages, and EdUKaid.

In South Africa, we have helped 46 students pursue law degrees by providing funding towards bursaries. A number of these students have since gone on to apply to our graduate trainee programme. We also supported 19 young people in rural communities following work based learning programmes, known as learnerships. The learnerships aim to upskill young people, some of whom have disabilities, and provide them with qualifications to help them find employment.

Our South African offices also partner with the Banakekeleni Orphanage and Malaika Orphanage Center in Johannesburg. As well as making financial donations, the firm has assisted with delivering clothing, food and mattresses. We also hosted a Fun Day for the children of the Malaika Orphanage Centre, with our volunteers taking part in activities with the children including singing, dancing, face painting and soccer. As part of the day each of the children received stationary packs toys, clothing and food, all of which were donated by employees of the Johannesburg office. In April 2020, in light of the Coronavirus crisis, we made further donations to both orphanages.

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## Charity partners

In the UK in 2019 we were excited to launch a three year charity partnership with Place2Be. Place2Be is a charity focussed on supporting young people's mental health, providing in-school support and expert training across the UK to improve the emotional wellbeing of pupils, families, teachers and staff. They work with over 600 schools, helping children to cope with wide-ranging and often complex social issues including bullying, bereavement, family breakdown and neglect. Place2Be provides children with the vital support they need so that they can build lifelong coping skills and thrive.

The charity aligns well with our wider focus on mental health and its UK wide presence allows our offices across England and Scotland to engage with the cause.

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## Continuing our support through Covid-19

During the pandemic, we have had to find innovative ways of adapting our programmes to continue running them and encourage our people to volunteer. We have worked to move our schools mentoring programmes to an online, moderated format and our reading partner scheme in London has become a 'Pen Pals' scheme. We are planning virtual 'careers days' and will be looking at how we can run an effective and impactful remote work experience week for students. We have been working closely with our community partners to understand their particular needs at this time and to support wherever we can. When our offices in London were unable to open, we donated the goods from vending machines and acetone from our printing services to be used in the production of PPE. The firm also made donations to the Disasters Emergency Committee Coronavirus appeal and the Trussell Trust in the UK to support those most in need at this difficult time.

We have also held a number of virtual fundraising events in support of our charity partners, with many of our people participating in a 'Run 5, Donate 5' challenge for Place2Be, a 5k a day challenge in our Scottish offices and the 10km London Legal Walk.

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## Looking ahead

We have made progress with collecting more data on our UK activities. A future aim is to gather more information from our global contacts across our offices to help provide insights on more of our community activities around the world.

We will work to enhance our social mobility programmes in the UK and extend them to more of our offices.

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## UK data

221 people in the UK volunteered as part of our community programmes in 2019/20, giving over 1,700 hours of their time.



# Pro bono matters

## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



We know that as a law firm, one of the most effective ways in which we can make a positive contribution to our communities is by using our legal skills and expertise.

We encourage our lawyers to take part in pro bono work through our policy that allows them to receive credit towards their billable hours targets for up to 50 hours of time spent on pro bono initiatives. For the first time, at the end of this year we engaged a lawyer as our full-time dedicated Pro Bono Manager to develop our global programme so that our people can do more. In particular, we are looking to build on our existing partnerships and to forge new relationships. We continue to focus on having a positive impact on the communities around us and, during 2020, specifically those who have been disproportionately affected by the pandemic.







## Pro bono partnerships

Across the firm, we partner with various national and international pro bono brokers, legal advice centres and clearing houses. These organisations work to connect volunteer lawyers with people who cannot fund legal advice, and with the not-for-profit organisations that support them. Our volunteers can donate their time in various ways.

## Legal advice clinics

Community legal clinics are a vital source of support and advice where there is unmet legal need in the community. We partner with a number of organisations world-wide to provide such services. For example, in Hong Kong we work with The Duty Lawyer Service, helping to provide one-off advice to members of the public in need of support; and in Dubai we support Youth Hub by educating young people on commercial legal issues.

## Secondary specialisation projects

Through secondary specialisation projects, our lawyers are able to specialise in areas of law outside of their day-to-day practice areas. In the UK, we partner with the charity LawWorks on projects including the The Welfare Benefits Advocacy Project. This is particularly popular as it enables our lawyers to represent individuals who are appealing decisions about their disability benefit awards in the Tribunal.

In the US we have partners across our offices, one of which is The Alliance for Children's Rights which protects the rights of impoverished, abused and neglected young people. By providing free legal services, advocacy and programmes that create pathways to jobs and education, the Alliance levels the playing field and ensures that children who experience foster care are able to fulfil their potential.

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I have been working with LawWorks' Welfare Benefits Advocacy Project since February 2018. In that time, I have taken on and won five appeals before the First Tier Tribunal (Social Entitlement Chamber). Having cut my teeth in the First Trier Tribunal, I am now working on a secondary appeal to the Upper Tribunal (Administrative Appeals Chamber). My experience with the Welfare Benefits Advocacy Project has been immensely gratifying. I have had the opportunity to make a tangible difference to vulnerable people's lives, develop a secondary specialism, and gain practical experience of written and oral advocacy at a very early stage in my career.

**James Newton**  
Associate

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## Covid-19 response

The pandemic has had a disproportionate and devastating effect on vulnerable communities. Volunteers throughout the firm have worked to help their communities respond to some of the challenges posed by Covid-19. For example, in Australia we participate in the Coordinated Covid-19 Pro Bono Response and in the UK we have provided much needed employment and commercial legal advice to help NGOs navigate new laws and guidance.

As Partner Sarah Clover explains, “The need for legal advice has never been greater. Not only has legal aid been cut to the bone but also people are suffering much deprivation as a result of the pandemic and the accompanying recession. Some sensible, common sense advice from someone legally trained can make a big difference to people who are burdened with a legal or quasi legal problem.”

In the UK a team of 20 employment lawyers offered their services through one of our long-standing community partners, the East London Business Alliance, to organisations who were in need of employment related advice. They assisted with issues such as the furlough process at a time when charity and community groups were under immense pressure.

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## Supporting charities

Clyde & Co is pleased to support Orbis with pro bono advice on a variety of matters in a number of jurisdictions. Orbis is an international non-profit organisation that brings people together to fight avoidable blindness. It works to preserve and restore sight in the poorest communities around the world, by conducting outreach services, providing training and developing eye health systems.



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## Looking ahead

We are finalising a new global strategy for pro bono which will strengthen our existing offering and enable our offices to develop new partnerships in line with clear overarching pro bono themes and goals

We plan to extend our network of pro bono coordinators across our offices and develop a more cohesive global approach to our pro bono work

We will work to increase fee earner participation and to foster a strong pro bono culture within the firm



In extraordinary times like these, charities and community organisations face great uncertainty and complexity, and are having to make tough decisions. Having expert pro-bono professional help from Clyde & Co really helps take away some of the uncertainty and makes plotting a path through that much easier. This is expertise of a calibre which would normally be out of reach for the community organisations that ELBA supports.

**Ian Parkes**  
CEO

# Environment matters

environment matters

11 SUSTAINABLE CITIES  
AND COMMUNITIES



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

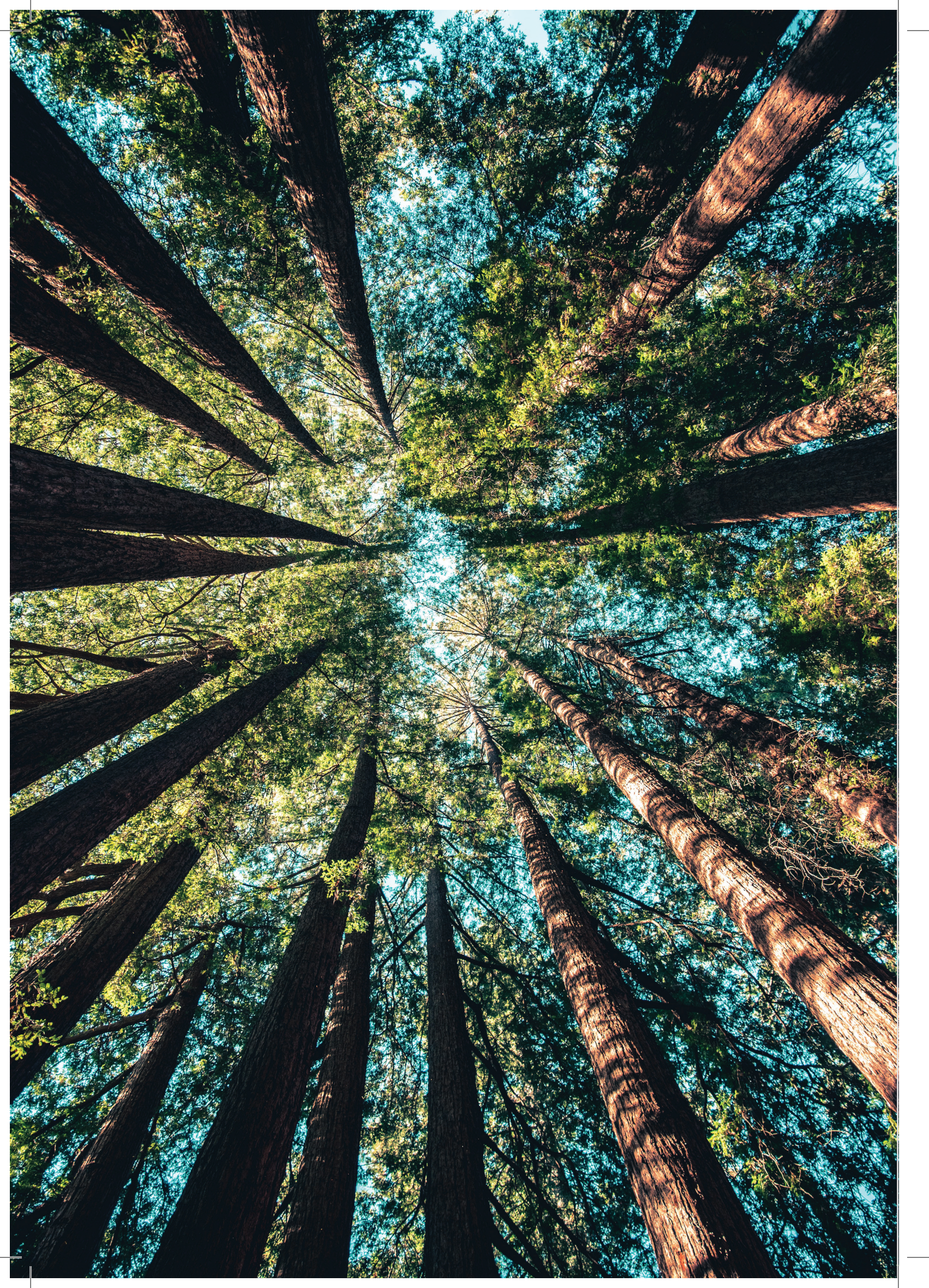


13 CLIMATE  
ACTION



Our business has an impact on the environment through the use of energy in our buildings, our business travel, the use of paper and other goods and services as well as the disposal of our waste.







## Our approach

We have a global environmental policy in place which outlines our approach to minimising our impact. It states that we will:

- Monitor and reduce our energy consumption, including energy derived from fossil fuels, and promote efficient energy use within our business premises;
- Monitor and reduce our travel where possible, encouraging more sustainable alternatives;
- Seek to reduce our use of resources such as paper and water;
- Reduce our overall waste, minimise the amount of waste sent to landfill, and maximise our reuse and recycling rates;
- Use, store and dispose of hazardous waste in line with best environmental practices;
- Seek to source sustainable products, assess the environmental impact of our supply chain and encourage key suppliers to evaluate and improve their environmental practices;
- Share the policy with all employees and promote environmental awareness and responsibility;
- Report on our environmental performance regularly both internally and externally and comply with all applicable regulations and legislative requirements.

We regularly engage with stakeholders across the firm, including partners from all our regions. In some offices we also have environmental working groups which aim to manage the environmental impact of our day to day business activities.

## Legal renewable initiative

In 2019 we joined the Legal Sustainability Alliance, an inclusive movement of law firms and associated networks, working together to take action to improve the environmental sustainability of their organisation. We have signed up to the Legal Renewable Initiative, making a commitment to source 100% renewable energy from certifiable sources, across all of our UK premises. For some of our offices this will involve influencing our landlords to procure their energy differently.

## Paper use

All of our paper in the UK is FSC certified. Practice areas have been starting to further embrace electronic working reducing the need for printing in their department and creating filing efficiencies. The business plans to gradually learn from this best practice and to focus on setting default duplex black and white printing and increasing our use of follow-me printing where practical.

Of course the major move to remote working in many of our offices in 2020 has dramatically reduced our paper use and has accelerated our move towards paper light working.

In our Dubai office, we have been moving away from paper filing since March 2020 and we also removed all single use plastics. Our Australian offices have also been focussing on plastic reduction, particularly in relation to catering, in addition to installing sensor lighting and LED lights in all offices.

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## Travelwise

We launched Travelwise, a UK wide programme aimed at smarter travelling which encouraged earlier booking, alternative modes of travel and reducing non-essential journeys.

Again we recognise that the pandemic will have had an impact on our travel as we have had to embrace a virtually enabled working environment. We hope that learning from these experiences will help us to implement longer term changes that will continue to reduce our impact on the environment in the long term.

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## Engagement

We have over 100 environmental champions across our UK offices working to implement best practice at a local level. We marked the UN Global Summit by asking our UK employees to make a pledge to take action. Examples included: reducing consumption of meat, giving up printing for a month, and reducing single-use plastics.

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## Using our legal expertise to tackle the effects of climate change

Our Climate Risk team helps clients understand their current risks in regards to climate change, prepare their business for future risks, and evolve in a way to capitalise on the opportunities created by the transition to a low-carbon economy. Key areas where we can assist include: providing legal privilege on climate risk mapping exercises; assessment of liability exposures, regulatory regimes and a changing landscape of laws across jurisdictions; and legal input into developing due diligence frameworks for assessing climate change risks to workforce, assets, operations and transactions.

Find out more in our [Resilience Hub](#).

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## Sustainability and climate change pro bono projects

In 2019, we set up a trainee-led Climate Change Group which focusses on climate-related pro bono work and business development activity. The Group has introduced various climate-related pro bono projects. As a result, our legal staff now advise organisations tackling biodiversity loss and collaborate with other lawyers, as part of The Chancery Lane Project, to draft new contractual clauses and model laws to help empower businesses and communities in their transition to a net zero world.

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## Looking ahead

When we emerge from the pandemic we hope to have a clear strategy and set of goals and commitments in place.

We are pleased that our offices around the world are taking action and we will continue to encourage local initiatives to tackle issues such as plastic use, paper and energy use and recycling.

We plan to continue working towards the commitments we made across our UK offices such as the Legal Renewables Initiative and ensuring none of our waste goes to landfill and to reducing paper use by ensuring all printers are set to the most efficient settings.



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Lawyers advise businesses on clauses to put into their contracts and governments on laws to adopt to govern their countries. That is a powerful role. Imagine a client has committed to becoming carbon neutral by 2030. If the client adopts a clause demanding such a commitment in its standard contracts, it will motivate suppliers bidding for its work to adopt the same commitments. Changing a single clause in a single contract can cascade down the supply chain in multiple businesses. If we draft and offer such precedent clauses to the entire legal profession for free, our impact could be huge.

**Zaneta Sedilekova**  
Trainee



# Inclusion matters

5 GENDER  
EQUALITY10 REDUCED  
INEQUALITIES

We recognise that creating an inclusive culture is vital to the success of our business.

It is crucial that our people feel happy, respected and able to be their whole selves at work. Having a workforce that brings a variety of backgrounds and experiences will help us harness the power of different perspectives, to better innovate and problem solve, and drive change. This will benefit the service we offer our clients, make us a more attractive employer and ultimately drive the continued success of the firm.

Of course we acknowledge that we have much work to do across our focus areas of gender, race and ethnicity, LGBT+ and disability but we are pleased to be making progress.

The firm's senior leadership have approved a high level vision and a set of global objectives, which we are working to translate into local priorities for our regions.

Our network groups provide a platform for people around the firm to share their opinions and thoughts, to raise awareness and to identify the areas where they can drive change and help to advance the diversity agenda. Gender Equality at Clyde & Co (GECCO) focusses on gender equality, Pryde & Co is our LGBT+ network and our Achieving Cultural & Ethnic Diversity network (ACED) seeks to tackle issues relevant to colleagues from a different cultural, ethnic, religious or racial backgrounds.

The ACED network re-launched in October 2019 and since then it has organised a number of campaigns and events to engage people around the firm. We used our internal communication channels to celebrate Chinese New Year, Ramadan and the Jewish High Holy Days. During Black History Month we asked staff and partners to share blog posts about black leaders that have inspired them and hosted a webinar with the footballer Andrew Cole. The group also put together a guide on 'How to be an effective ally' which was launched in conjunction with a webinar on the topic of 'Tackling racism: how to be an active bystander'.







## Highlighting role models and sharing experience

We often hear about the importance of role models in helping create an inclusive culture where those at their start of their career can see themselves progressing and developing. To celebrate International Women's Day in March 2020 we invited female partners and senior leaders from around the firm to share stories of their career journey and advice that they would give others. We compiled their thoughts into a booklet '**Reflections and insights from women at Clyde & Co**'. There were a number of themes that emerged including: the importance of mentors and learning from others, and staying true to yourself and enjoying what you do.

In the UK our female partners built on this theme by arranging a series of associate lunches, which initially started as in person sessions and continued virtually as we moved to remote working. These sessions gave female lawyers the chance to find out about the routes to partnership at the firm, ask about challenges and how they had been overcome and understand more about ways to drive their own careers. The feedback from participants has been hugely positive and the format has been shared with partners around the network to help with initiating these sessions in other regions.

We were excited to launch the Reverse Mentoring programme in 2020, an evolution of our Global Mentoring Programme, which focus on developing mutually beneficial mentoring relationships between senior staff and underrepresented individuals, helping to deepen the understanding of diversity and inclusion issues in addition to career development opportunities.

## Partnerships

We partner with a number of external organisations who help us with our work in this area by providing their expertise and in some cases helping us to collaborate with other business.

In June 2020 we joined other law firms in signing up to the Rare Race Fairness Commitment, which involves implementing a range of measures aimed at combating the career obstacles faced by black and other ethnic minority lawyers. We will be required to collate, monitor and publish data that will help us assess recruitment, retention and progress of black and other ethnic minority lawyers within our firm, identify any issues and work to address them.

In July 2020 Clyde & Co became a member of the Law Firm Antiracism Alliance through which we will be able to use our legal skills to help tackle racism. Joining the Alliance is an opportunity for us to work together proactively as an industry and intervene at all levels to identify racial inequity, describe it and dismantle it.

Our US offices have this year committed to adopt the Mansfield Rule, which encourages greater diversity by asking participating law firms to consider at least 30% diverse candidates for lateral hire roles, senior leadership positions and business development activities.

Diversity and inclusion is at the heart of the early careers strategy and through partnerships with charities, community groups, universities and schools we support young people to aim higher and achieve their goals.

Blind screening has been introduced along with regular unconscious bias training for those conducting interviews to attract and retain diverse talent. Partnerships with Aspiring Solicitors, RARE, The Bright Network and myGwork help us to reach candidates from diverse backgrounds. We have seen real progress through these partnerships and were delighted to have been named as winners of the Aspiring Solicitors' "All Star Improvement in Diversity and Inclusion Award" in 2019.

We run a first year student programme called Bright Futures which is specifically aimed at students from lower socioeconomic status groups and provides work experience and mentoring opportunities across a nine month programme. We were delighted that the programme was recognised at the Institute of Employers Awards in 2020, being named 'The Best Work Experience, Internship of Placement Programme'. At the same awards, we also received the award for 'Commitment to Improving Diversity through Student Resourcing.'

Our legal apprenticeship schemes provide a number of alternative career pathways outside of the traditional graduate programmes– including solicitor apprenticeships. We are proud to have won the "Best Apprenticeship Initiative" in the 2020 People in Law awards. These pathways are another way for us to attract and recruit a more diverse pool of candidates.

We have continued to strengthen our support for working families through our partnership with My Family Care, providing all UK employees with access to an online portal, funded emergency backup care sessions for elder and childcare and parental leave toolkits. They have also run coaching sessions as part of group Keeping in Touch days we have run for UK staff at various stages of their parental leave journey. This has proved to be a fantastic way of bringing together parents to network, share experiences and support each other.

We are Stonewall Diversity Champions and completed our first submission for the UK Stonewall Workplace Equality Index in 2019. This was a useful exercise in assessing how we support our LGBT+ colleagues, what we are doing well and where we might look to improve.

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## Awards and accreditations in MEA

We were delighted to be awarded the Dubai Chamber CSR Label for the third time in 2020. The label recognises the outstanding CSR efforts demonstrated by companies and covers diversity and inclusion practices along with community initiatives and environmental management. The office is also achieved Level 1 disability confidence accreditation and the Emiratisation award.

The South African office was this year awarded a Broad-based Black Economic Empowerment (B-BBEE) Level 1 status. This is the highest status an entity can hold in terms of the transformation legislation in South Africa. The factors that entities are assessed on when a B-BBEE status is being determined are Ownership, Management Control, Skills Development, Enterprise & Supplier Development and Socio-Economic Development.

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## Looking ahead

We have made good progress on raising awareness of particular issues and highlighting key dates and global and local causes, and we will continue to do this – aligning these with the priorities in our strategy.

We will also continue to enhance our data collection and to assess what insights this information can give us and how it can help us target our efforts.

We plan to review our recruitment processes to ensure we are embedding diversity and inclusion in them at all stages of attracting talent and to develop an inclusive resourcing strategy.

We will work to meet the requirements of the commitments that we have signed up to this year and use the information gathered to identify areas we need to work on to help us progress.

We are working to develop a suite of inclusion training to help all our people increase their understanding and knowledge of diversity issues and to help them recognise their role in encouraging an inclusive culture.







Wellbeing matters

wellbeing matters





Due to the pandemic, it is more important than ever that we look after the mental health and wellbeing of our people. We want to build an environment where our people feel supported to flourish, to find a balance between their personal and professional lives and to manage everyday challenges. A crucial part of this is fostering a culture where mental and physical health can be openly discussed and where colleagues are provided with the tools and support they need to manage their wellbeing.

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## Resources and awareness

In 2019 we launched our pilot group of Mental Health First Aiders in London and since then colleagues around the UK have completed the course. We also have 14 mental health first aiders across our Middle East offices. These volunteers have been trained to spot the signs of poor mental health and to be a point of contact for colleagues who may need someone to talk to. Many of our human resources team have also carried out the training to aid them in supporting individuals.

Although mental health and wellbeing are important issues every day of the year we have used national and global awareness days to start conversations and discussion, including: holding awareness raising events; delivering webinars; and running mindfulness sessions in some of our offices. We have dedicated intranet pages with information, helplines and further sources of support for all our people.

Thrive is our wellbeing reimbursement programme, which launched in the US in 2019. It is designed to encourage and support our people to take part in a variety of healthy activities. This programme covers expenses for a variety of wellness activities such as gym memberships, fitness classes, massages, and nutritional counselling. It was expanded in 2020 to cover items such as home fitness equipment and wellness/meditation apps such as Calm or Headspace.

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## Supporting our people during the pandemic

Since March 2020 we have been focussing on helping our people manage the many challenges that the pandemic has posed to our wellbeing. We have run a series of webinars that have covered how to look after ourselves and each other during challenging times and a session on positive resilience with tips on how we can thrive in an ever evolving environment. In addition, we ran tailored sessions for those with people management responsibility which focussed on compassionate leadership and leading teams through turbulent times remotely.

We have also promoted resources such as our Employee Assistance Programme regularly and in global communications and updates to the firm from our senior leadership. Our learning and development team have added new content to our online courses including managing anxiety and sleep and have been delivering sessions on resilience remotely to teams around the firm.



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## The Perspective Project

This year we are partnering with The Perspective Project to launch a new art exhibition in our London office. The Perspective Project is a social enterprise tackling mental health stigma through art and creativity and the collection includes 80 works created by artists that have direct experience of mental health issues. The art explores themes including depression, anxiety and eating disorders, with a focus on how art has been used as a vehicle for recovery. A virtual tour introduced the collection to our people, we hope it provides a talking point and encourages us all to be more open about these topics.

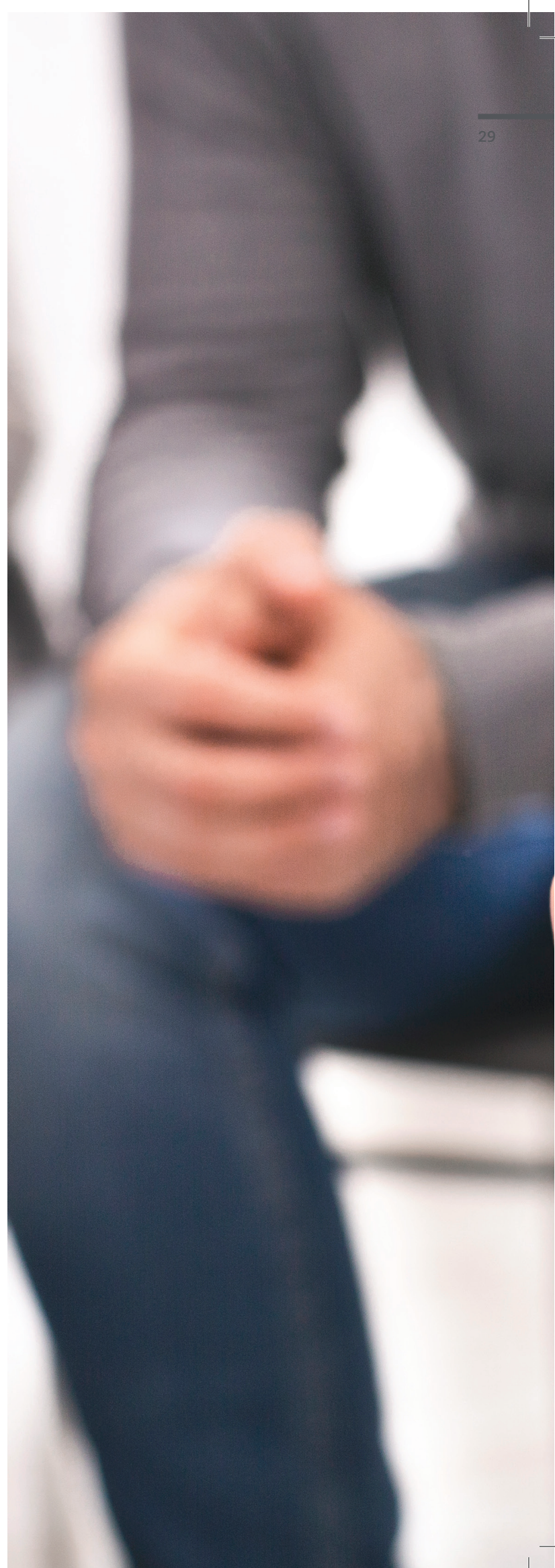
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## Looking ahead

We will continue to improve communications to our people about what we currently offer and what support may be available to them, for example through our benefits package.

In the UK we will be looking at further training and development around wellbeing and mental health and we plan to run a series of financial wellbeing sessions.

We hope to extend the Thrive programme to Canada and look at how we may expand our UK benefits offering to include something similar.



Our business

responsibility matters

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

Although we consider our business to be relatively low risk, Clyde & Co has a zero- tolerance approach towards any form of slavery, servitude, forced or bonded labour, or human trafficking. We will not support any arrangement or relationship that is knowingly involved in modern slavery. The firm has an Anti-Slavery and Human Trafficking Policy and Statement; both are located on the firm intranet. The policy and statement prohibit modern slavery, and apply to all partners and employees.







## Human rights and labour standards

We are committed to ensuring that there is no modern slavery in our business or in our supply chains, and to acting ethically and with integrity in all of our relationships. As such, we expect third party contractors and suppliers to comply with all applicable laws, statutes, regulations and codes relating to labour, anti-slavery and human trafficking laws, including the Modern Slavery Act.

## Employment

We apply the highest possible standards in the recruitment and employment of our people. We conduct due diligence on our prospective employees prior to them joining Clyde & Co. When recruiting, we comply with all local employment legislation and any applicable regulations.

All of our people are expected to comply with relevant laws and professional codes of conduct, as well as Clyde & Co's internal Modern Slavery policy and other policies and procedures.

We are an Accredited Living Wage Employer, meaning we have committed to pay all our employees a fair living wage. This commitment is also extended to contractors of the firm.

We collect report and publish data about the diversity make-up of our workforce in the UK, this information is publically available through our website.

## Training

In the past year, we have delivered training on ethics and integrity for all employees throughout our global network. Modern slavery training is completed by key individuals globally that we have identified as dealing with any aspect of procurement on behalf of Clyde & Co.

Additionally, we have implemented mandatory training on diversity and equality for all UK employees. This course addresses issues such as discrimination, unconscious bias and harassment.

## Our suppliers

Clyde & Co has long-term relationships with many of the businesses it engages to run its premises, such as catering and cleaning providers. We have a dedicated procurement team that work closely with these suppliers to make sure that we do not make demands of them that may lead them to violating laws. We have also have a Code of Ethics, to ensure that our supplier relationships are based on professional, ethical and transparent behaviour.

The majority of our suppliers are based in the UK and supply standard goods or services. We have a database of our first-tier suppliers which we are in the process of consolidating to maximise co-ordination and control. We are moving suppliers onto a form of contract that requires them to comply with all local, national and (where applicable) international laws and regulations. We hold regular service reviews with tier 1 suppliers.

We perform vetting and due diligence on new suppliers, particularly our larger suppliers by spend, and those that we consider to be higher risk. We have a due diligence portal, which will be used to screen suppliers on a number of issues, including modern slavery. This due-diligence extends to our international offices.

With regard to existing suppliers to our London office, we have performed a risk assessment exercise and have not identified any occurrence of modern slavery in our supply chain.



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## Anti-bribery and corruption

Clyde & Co is committed to conducting business fairly, honestly and openly. We take a zero-tolerance approach towards bribery and corruption, and we act professionally and with integrity in all our business activities and relationships worldwide. In compliance with our anti-bribery and corruption (“ABC”) policy, we must ensure that people acting on our, or on our clients’, behalf are also in compliance with anti-bribery and corruption legislation, and that they have effective policies and procedures in place that are at least of the same standard as our own.

We provide comprehensive information on the ABC policy and the Bribery Act on our Intranet. Our Risk team is always on hand to help with employee questions. We deliver training on financial crime, anti-money laundering and sanctions to employees in the UK, Europe, Asia Pacific, South Africa and the Middle East, and provide supplementary video recordings to employees. We are in the process of designing a structured approach to delivering additional periodic training across our global network.

Our whistleblowing policy ensures that no-one suffers any detriment as a result of reporting any breaches or suspected breaches of our anti-bribery policy. We aim to encourage openness and we will support anyone who raises concerns

## UN Global Compact reference table

Principle	Report section
Business should support and respect the protection of internationally proclaimed human rights	Our business
Business should make sure they are not complicit in human rights abuses	Our business
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Our business
Business should uphold the elimination of all forms of forced and compulsory labour	Our business
Business should uphold the effective abolition of child labour	Our business
Business should uphold the elimination of discrimination in respect of employment and occupation	Our business
Business should support a precautionary approach to environmental challenges	Environment matters
Business should undertake initiatives to promote greater environmental responsibility	Environment matters
Business should encourage the development and diffusion of environmentally friendly technologies	Environment matters
Businesses should work against corruption in all its forms, including extortion and bribery	Our business



# Annual results

Year end 30 April 2020

## FEES & PROFITABILITY

Total fee income

£627m

+4% organic growth

## GLOBAL REACH

Offices including  
associated offices

53

Countries

24

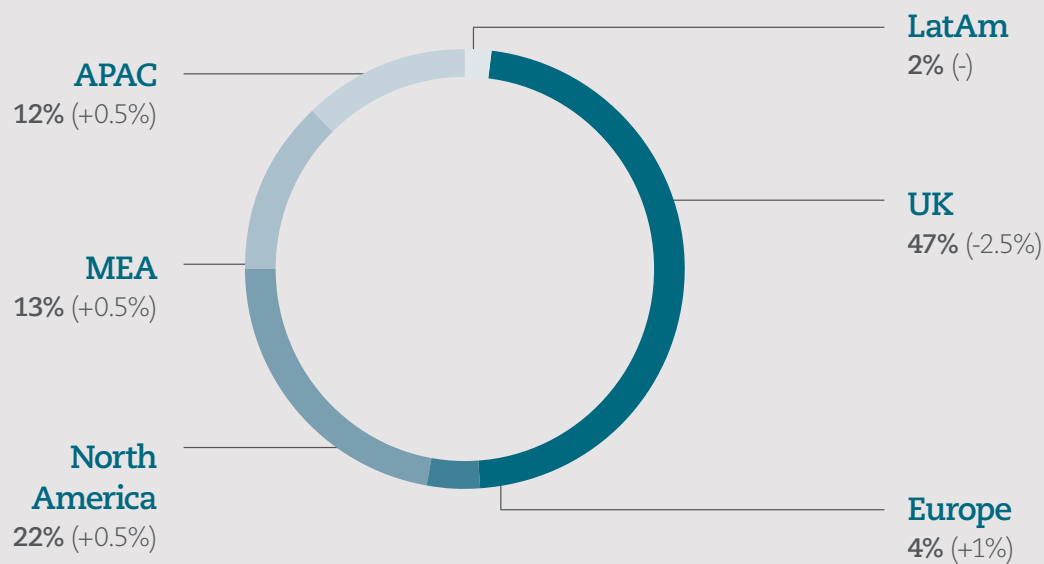
New offices\*

1

\* Associated office - Santiago, Chile

## OUR PERFORMANCE

Percentage of revenue by region



## OUR PEOPLE

### Total staff

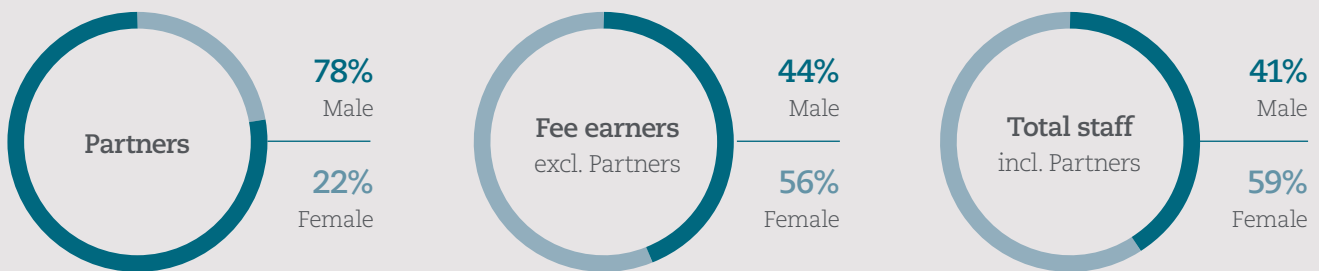


### New partners



## OUR GENDER DIVERSITY ACROSS THE FIRM

### Representation





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# 440

Partners

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# 1,800

Lawyers

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# 4,000

Total staff

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# 50+

Offices worldwide\*

[www.clydeco.com](http://www.clydeco.com)

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\*includes associated offices

Clyde & Co LLP is a limited liability partnership registered in England and Wales. Authorised and regulated by the Solicitors Regulation Authority.

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