



A sustainable firm fit for the future

Responsible Business report 2020

Published January 2021

Burges
Salmon 

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**"In a rapidly changing world,
our clients instruct us because
we offer a different experience
encompassing leading expertise,
excellent service and high value."**

Introduction to Burges Salmon

About us

Burges Salmon is an independent commercial UK law firm. With offices in Bristol, Edinburgh, London and Dublin, we compete at the top of the legal market, delivering a variety of high-value solutions for our clients.

We have a breadth of core, specialist and sector expertise that enables us to put together teams that can really deliver for our clients. We focus on the markets and areas of expertise where we have extensive knowledge and experience so we can achieve the best outcomes for our clients, which range from large organisations, entrepreneurial businesses and public sector bodies to private individuals and families. We are trusted to help with everything from everyday legal needs to business critical issues and all points in between.

We work wherever our clients need us to be, both within the UK and internationally. We maintain a collaborative and cohesive culture, which underpins the quality of our work and our client service. In short, we hire, train and retain talented people to work together to serve our clients and provide them with the best possible experience.

We have lawyers who are qualified to work in all three legal jurisdictions in the UK: England & Wales, Scotland and Northern Ireland. Across the world, we work with a select number of like-minded independent law firms that are part of our Preferred Law Firm Network, through which we obtain referred work and make global connections.

OUR YEAR IN NUMBERS

TOTAL NUMBER OF
BURGES SALMON PEOPLE

824 

NUMBER OF FEE EARNERS
(INCLUDING PARTNERS)

474 
(including 17 paralegals
and apprentices)

NUMBER OF
PARTNERS

95 

PARTNERS RECOGNISED
BY CHAMBERS UK 2020

67% 
Tier 1 rankings = 27

AWARD WINS,
SHORTLISTS AND
ACCREDITATIONS

40 
including being named UK Law
Firm of The Year at the 2020
Legal Week British Legal Awards

REVENUE FOR YEAR
ENDING APRIL 2020

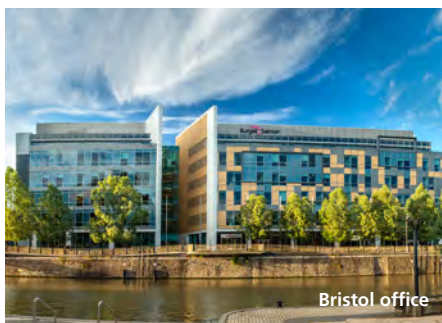
£104.9m 
Turnover increased by 11% from
£94.6 million and operating
profits increased by 10.5%

HOURS OF PRO BONO
ADVICE GIVEN

1,467 
(which equates to £347,790)

WE INCREASED
OUR COMMUNITY
INVESTMENT TO

£838K 



**"At Burges Salmon we
are focused on being a
sustainable law firm fit
for the future."**



Our commitment



Chris Seaton
Senior Partner

This is our second Responsible Business report, which we have produced to inform our stakeholders of the progress we are making in the marketplace, workplace, community and for the environment, as a signatory to the UN Global Compact and in respect of the UN Sustainable Development Goals (SDGs).

Towards the end of the financial year we started to feel the impact of the COVID-19 global pandemic and entered the first phase of lockdown. I am proud of how my colleagues across the firm demonstrated high levels of resilience and adaptability. Our commitment to doing things in the right way and to supporting our clients, our people and all our other stakeholders, by taking a stakeholder view, definitely helped inform our response and keep things on an even keel, whilst dealing with a tremendous level of change and new uncertainties. You will see examples of how we have continued to support all our stakeholders during the pandemic in this report.

In many ways, the global pandemic has reinforced the importance of responsible business with a spotlight shone on societal inequalities, the fragility of the natural world and the opportunity to build back better.

As part of our response to the pandemic, we became signatories to the C-19 Business Pledge, reinforcing our responsible business commitments and setting out considerations for our clients, our people and the community. Through our membership of Business in the Community (BITC), we championed the formation and deployment of the National Response Business Network (NRBN). The NRBN has been an important platform that has successfully enabled requests from the community to be matched with offers from business, at a national level. This has been a fantastic example of tangible action through the power of collaboration.

As Chair of the Responsible Business Committee, it has been important to me that we have continued to maintain

our commitments, particularly with local community organisations, and retained our ambition to make further progress and adopt a leadership position with our responsible business agenda. With this in mind, I am delighted we have now announced our Net Zero commitment for 2026, in response to climate change, and have been recognised as a 2020 BITC Responsible Business Champion in the Educational Partnerships category for our Working with Schools programme.

At Burges Salmon we are focused on being a sustainable law firm fit for the future. This reflects not only the superb platform we have in terms of our talent and client base, but how we want to strive to ensure this firm is in the best possible shape to meet the future needs of our clients, our people and to make the most positive impact we can on our environment and society.

In this report, you will find much more on our achievements and ambitions. I hope you will find this of interest and we welcome any feedback you may have.



Roger Bull
Managing Partner

2020 was both extraordinary and challenging, but having witnessed the way the whole firm pulled together over this past year, I have never been prouder. Having a sound financial platform supports our Responsible Business agenda and I am pleased to report that the firm performed well financially over the last year (ending 30 April 2020). We achieved significant progress despite the onset of COVID-19 towards the end of the 2019/20 financial year, with revenue growing by 11% to £104.9 million, helped by growth in a number of our key sectors and practice areas, as well as ongoing expansion of our new Edinburgh office. A strong financial performance is particularly helpful as we have sought to weather the storm, protecting our people's jobs, prioritising exceptional client service and honouring our community commitments.

Responding to the onset of COVID-19 as a responsible business has meant keeping stakeholder interests front and centre, which has helped us to navigate changes and adapt successfully. This has included how we engage and work with our clients, deploying technology and equipment to enable home working, enhancing the focus on wellbeing, evolving our community response, furthering our environmental commitments and focusing efforts on retaining our distinctive and inclusive culture.

The internal networks led by our people have really come to the fore during the times of lockdown and played a tremendous role in helping to maintain morale and a sense of connection. These networks have enabled firm-wide engagement in virtual social events and competitions, our Wellbeing Week, fundraising for our theme of the year (No Child Goes Hungry), virtual volunteering, the celebration of cultural events, diversity and inclusion awareness sessions and opportunities for reducing our environmental impacts, whilst working at home. This has been a tremendous collective effort and key to delivering our ongoing responsible business commitments.

For us, responsible business concerns the wider contribution we make. I've been particularly proud of how our legal expertise is also supporting various areas of our responsible business commitments. This includes the launch of our Net Zero campaign, the work of our Healthcare team on COVID-19-related client projects and the Employment team advising on the government's Coronavirus Job Retention Scheme, as well as other employment-related impacts of the global pandemic. I've been proud to see us maintain our standards and achieve reaccreditation to our ISO certifications.

The icing on the cake has been the double external recognition of the firm at the 2020 British Legal Awards, being named 'UK Law Firm of the Year' and 'Energy and Infrastructure Team of the Year'.

I am confident in continuing to deliver our commitments during 2021 and beyond. As a firm, we recognise the importance of being a truly sustainable law firm fit for the future.



“We subscribe to The Ten Principles of the UN Global Compact, recognising the fundamental responsibilities of businesses in areas such as governance, anti-bribery and corruption, environmental stewardship, human rights and labour practices.”

Our responsible business approach

We have a long-standing commitment to responsible business, which for us is about how we collaborate with our clients, give back to the community, respect the environment and create an inclusive and engaging workplace. Our responsible business framework reflects how our business, people, community and environment interconnect. It allows us to focus on the activities that are most important to our firm and our stakeholders, as a responsible business and towards a sustainable future.

We strive for best practice and to support this, we are a signatory to the UN Global Compact, a member of Business in the Community (BITC) and have integrated the UN Sustainable Development Goals (SDGs) into our responsible business strategy.

We participate in the BITC Responsible Business Tracker to drive continuous improvement. In the first formal year of the new benchmark, we are pleased to have achieved a score of 52%, which was 9% above the average of all participants and placed us firmly within the legal sector cohort.



UN Sustainable Development Goals

To engage with the UN Sustainable Development Goals (SDGs) we initially undertook a mapping and materiality exercise to understand their relevance and our key impacts. Whilst all the SDGs are important, we found that ten resonated more strongly. It is with reference to these ten SDGs that we have defined our five responsible business objectives. This in turn provides a strategic direction for what we do internally, the contribution of our legal expertise, the building of external relationships and the development of our performance measures and targets.

During the year, we undertook a series of formal stakeholder engagements on our approach, our framework, our performance, the integration of the SDGs and our five overarching responsible business objectives. We have used the objectives as the main structure for this report and cover feedback from our stakeholder engagements in the section entitled 'Collaboration and collective impact'.





"Everyone's experience of lockdown has been different and, as a firm, we needed to respond in a way that our people could make work for them and their individual needs."

Wellbeing and mental health

We seek to empower our people to prioritise their own wellbeing. We provide a working environment that incorporates best practice across the four areas of emotional, financial, mental and physical wellbeing. Wellbeing is promoted through a variety of channels including our internal 'BWell' network, with mental health being an important priority.

We support our people with private healthcare assessments, flu vaccinations, flexible and agile working, access to GP appointments, development and volunteering activities, subsidised sports clubs and memberships and an Employee Assistance Programme (EAP).

Adapting to the pandemic

From the onset of COVID-19, the safety and wellbeing of our people has been paramount. We have continuously monitored government regulations and provided our people with regular, detailed updates regarding working from home and the office. For our people who have needed to access the office during the pandemic – the minority – a process of pre-authorisation and booking has been implemented to keep the workplace COVID-19 secure.

We used the government's Coronavirus Job Retention Scheme and placed a number of our people on furlough, with a view to protecting jobs. We ensured all of our people received 100% of their salary while on furlough and the firm made no salary cuts or redundancies as part of the response to managing the economic uncertainties associated with COVID-19. By the end of the year, all those furloughed had returned to work and we had repaid, to the government, the money we received.

Everyone's experience of lockdown has been different and, as a firm, we needed to respond in a way that our people could make work for them and their individual needs. We sought to balance the needs of our people to home school their children and care for vulnerable family members,

with the needs of the business and our clients, against the backdrop of new ways of working and a landscape that changed frequently. Our focus was to provide our people with useful and accessible information, so they felt supported and able to be open about when they were finding things hard.

Our response included the rapid deployment of technology and equipment so our people could not only work from home effectively but also had the tools to easily communicate virtually with colleagues, to continue their involvement in wider firm activities such as volunteering and benefit from the firm's increased focus on wellbeing. We used our wellbeing model (mental, physical, financial and emotional) to structure a wellbeing communications strategy and to deliver a wide spectrum of advice and support, including one-to-one support as necessary.

Our wellbeing focus includes a bi-weekly, firm-wide mailer that signposts helpful resources, working with our inclusion networks to understand specific support requirements, buddying schemes, weekly mindfulness sessions, a specific COVID-19 advisory line, fun and socially focused competitions, promoting our Employee Assistance Programme (EAP), new guidance and training on remote working and adapting our volunteering, sports and social clubs to the virtual environment.

At key points we ran surveys with our people to obtain insights in relation to adapting to remote working, the potential return to the office, maintaining new ways of working, levels of wellbeing and other related matters the firm could be considering. The information gathered by the surveys helped to inform the work of our Plan Ahead Team, our Reimagine project, future ways of working and the development of immediate actions to address issues raised.

Mental health

Our wellbeing strategy contains several mental health objectives, including training a second cohort of Mental Health First Aiders (MHFAs), delivering mental health awareness training to all and supporting

the challenges which COVID-19 is creating. We now have 25 MHFAs and over 40 'BWell' ambassadors.

Each year we run a wellbeing event that covers a range of topics and features external presenters. Over the last five years, the event has also seen Partners and other members of the firm talking about their experiences with mental health, as well as local charities and our Occupational Health GP covering a range of topics. This year, we ran a virtual Wellbeing Week that had 15 bookable sessions attended by 399 of our people. Mental health topics included alcoholism, resilience, depression and loneliness.

Mental health and wellbeing are integrated into nine courses on offer across a range of roles and levels at the firm, including all new starter inductions and promotion training. We are pleased to have had high attendance levels with our improving team performance programme including an additional session on remote supervision. A session focusing specifically on mental health awareness has been designed and is being rolled out across all departments.

Our firm-wide, bi-weekly wellbeing mailer provides information on a variety of relevant topics. From a mental health perspective, it has included information and articles about burnout, anxiety, suicide, setting boundaries, low mood and supporting the mental health of young people. The publication sets out methods of support including our Employee Assistance Programme (EAP), MHFAs, online GP services, mentor/coach relationships and our 'BWell' ambassador network. We are providing a similar mailer targeting our partners following feedback that suggested they would benefit from a separate one. We plan to run Mental Health in Leadership sessions during 2021 for those with leadership roles across the firm.

We are supporters of Thrive at Work, which is an external programme to improve mental health and wellbeing. The programme has been developed by the West of England Combined Authority (WECA), with our input, to give small-to medium-sized enterprises appropriate resources and tools. We were delighted to be able to contribute to the launch of new resources in the wake of COVID-19.

CASE STUDY

Fighting loneliness with Hullo

Volunteering is an important part of our firm's culture and ties in with the wellbeing of our people. From the onset of the pandemic we had to cease our usual face-to-face volunteering activities, so we were delighted to establish a new partnership with Hullo and offer new virtual volunteering opportunities.

Hullo is a charity that creates casual, inclusive and non-judgmental spaces for anyone to talk about anything.



Here, **Julia Davis**, one of our solicitors, shares insight into her experience of volunteering with Hullo.

"When I joined Burges Salmon, a huge part of the appeal of the firm was the far-reaching responsible business programme available. I had not come across an employer that not only gave paid leave for volunteering but actively encouraged such days. In the months I have been working from home, the opportunities to volunteer have been limited. When I heard about Hullo, I jumped at the chance to help. Being able to offer an individual a safe space to have a simple conversation and make a connection on a human level is something that I am very proud to be able to do.

Hullo's mission is 'to provide a platform for people to chat and interact with others, connecting the nation through conversation'. I am pleased to be able to take a small part in this hugely important work, which is rewarding and fulfilling. The callers I have spoken to since I joined have been interesting and from a variety of social circumstances. Through the COVID-19 crisis, for various reasons, they have found themselves alone at home. The beauty of the phone line is that you don't have to fit within a 'label' or be suffering from anything in particular to give us a call. You simply have to fancy a chat.

"During these difficult times, there's never been a better time to volunteer for good causes and give back to our local communities, wider society and support vulnerable people. At Hullo, we're really keen to transform how volunteering is done – we want to make it flexible, virtual and social. It's great to be working on this volunteering partnership with Burges Salmon and we're excited to see what we can do together in the future!"

Lewis Alexander Baxter, founder of Hullo



Julia Davies
volunteering from
home with Hullo

As a volunteer, I signed up for between two and four hours a week. During my shifts I turn on an app on my phone that enables calls to come through to me. I really feel like I am making a difference to people. Loneliness and isolation are feelings

I wouldn't wish on any of my loved ones and if I can help someone to feel better connected, then I am proud to be able to do so."

During the year we featured in the latest 100% Human At Work Experiments Collection, which celebrates organisations that put people at the heart of their decisions. We were delighted to be included in this initiative, highlighting lessons learned from lockdown and how they can shape the new world of work. We featured for our work regarding mental health and wellbeing, especially during lockdown.

Our Health and Safety Committee and our Health and Safety Adviser support the firm's focus on health and safety. The main aims during 2020 have been completing various risk assessments, providing advice within the context of the pandemic, making the office COVID-19 secure and supporting our people with their transition to home working. This included carrying out 690 ergonomic home workstation assessments between June and December 2020 and dispatching any necessary equipment to our people, to assist with working from home.

Investing in our people

People feeling positive about working for the firm is important to us and is intrinsically linked to their wellbeing. We place great focus on the engagement of our people. We run a biennial People Survey, measuring ourselves against a number of relevant external benchmarks and participating in awards schemes to ensure we are an exceptional place to work.

Our most recent People Survey told us that 95% of our people agree the firm has an open and inclusive culture and 97% would recommend a contact or friend to join the firm.

For the last five years, we have been in the top 10 of RollonFriday's Firm of the Year rankings and we were voted Law Firm of the Year in 2018. This year, we were ranked 8th of 150 firms, with people rating how satisfied they were across six metrics: pay, career development, work/

life balance, management, culture and the office. Our office environment was key last year, winning Legal Cheek's Best Canteen accolade.

We were nominated for several categories in the All About School Leavers and were ranked 50th in Rate My Apprenticeship Top 100 employers.

We are an Investors in People Gold Standard Employer. Our systems and processes are designed to enable our people to reach their potential. We have developed contribution frameworks at different levels of responsibility with the involvement of our people. The frameworks define expectations at the various leadership levels across a range of aspects including work delivery, business development, culture and people. They are the basis for eliciting performance feedback and the review conversations, which feed into development action plans.

In 2020 we launched the Learning at Burges Salmon (LAB) platform. The platform allows us to be flexible in the way we deliver learning and provides resources to our people, as well as helping them to keep track of their learning. LAB allows us to combine learning and development as well as legal and technology content and gives access to the contribution frameworks. People can log in quickly via their laptop/desktop or via an app on their mobile phone. The home page and content are personalised to users' roles and departments, giving them the resources they need, such as documents, hot topics, TED talks, top tips, workshops and videos. A search function powered by

Artificial Intelligence allows people to easily find what they need. LAB will continue to develop with engaging content and a focus on collaborative and social learning, by facilitating comments, questions, sharing best practice and peer discussions.

In support of continued professional development, we offer our people a blended approach to learning that includes e-learning, on-the-job training, workshops and seminars as well as external and internal courses. One of our internal courses, delivered with the support of an external coaching consultant, is our Associate Development Programme (ADP). The ADP is designed to help participants increase their self-awareness and professional skills. To help develop and practice client-facing skills we utilise our community links. Participating charities set a challenge and receive recommendations and solutions in return. We run the programme at intervals throughout the year. This included running it in a virtual format for the first time in 2020 during May and November.

In May, two groups of Associates from different areas of the firm had an opportunity to work on a project set by the Square Food Foundation and the Creative Youth Network, two local charities working towards our charitable theme of 'No Child Goes Hungry'. The teams held an initial virtual meeting with the charities and then had two half-days to come up with ideas in relation to the project and to prepare a presentation. We were delighted that the feedback from the charities was outstandingly positive.

Linda Spink, ADP coaching consultant, said:

"Burges Salmon can be really proud, having demonstrated the strength of your lawyers, your commitment to supporting their professional development and your commitment to the local community – particularly continuing to run this programme at a time when there is uncertainty and everyone is facing multiple challenges."

CASE STUDY

Healthcare legal team assists with COVID-19 response matters

During the pandemic our Healthcare practice has been involved in a number of client matters helping the UK response to and fight against COVID-19.

Within weeks of the initial national lockdown in 2020, our team advised the leading private hospital chain, Spire Healthcare, on its arrangements with the NHS to provide emergency capacity to manage the surge in demand for hospital beds. We also advised Cobalt Health, a not-for-profit provider of diagnostic imaging services, on the negotiation of contracts to provide CT scanners to the NHS across the country, where those scanners could be moved at a day's notice, depending on where the COVID-19 need was greatest.

Separately, **Laura Wisdom**, a director in the team, advised the Department for Environment, Food and Rural Affairs (DEFRA) on the delivery of emergency food boxes to those shielding and has undertaken a secondment with the Government Legal Department's specialist COVID-19 team, focused on testing.

Our team also worked closely with the Department for Business, Energy and Industrial Strategy (BEIS) to secure an important part of the UK's response to COVID-19, striking an agreement for manufacturing capacity at Wockhardt's facility in Wrexham to provide fill finish services for COVID-19 vaccines. The agreement was signed on 31 July 2020 and was put in place to allow the UK Government to call upon fill finish capacity, to support a variety of vaccine programmes.

The Secretary of State for Business, Energy and Industrial Strategy,



Rory Trust, an associate in our team, said:



"On a personal level it was fascinating to be closely involved in this process and I think on a professional level, we as a firm can all be enormously proud of the contribution we are continuing to make to the COVID-19 response."

Alok Sharma, said: *"Ensuring the UK has the capability to research, develop and manufacture a safe and effective vaccine is critical in our fight against coronavirus. Today we have secured additional capacity to manufacture millions of doses of*

multiple COVID-19 candidates, guaranteeing the supply of vaccines we need to protect people across the UK rapidly and in large numbers."

WELLBEING AND MENTAL HEALTH HIGHLIGHTS

INVESTORS IN PEOPLE
GOLD ACCREDITATION



NUMBER OF ERGONOMIC WORKING
FROM HOME ASSESSMENTS

690



WELLBEING PULSE SURVEY SHOWED

86%

of the firm have the
tools to work effectively
from home



WELLBEING PULSE SURVEY SHOWED

84%

know how to raise any
concerns about their own or a
colleague's wellbeing



25

MENTAL HEALTH FIRST
AIDERS (MHFAS)



40+

'BWELL'
AMBASSADORS



Objectives for 2021

- Deliver mental health awareness training firm-wide
- Integrate wellbeing and resilience into the curriculum review
- Offer partner-only wellbeing sessions
- Maintain Investors in People Gold standard



UN Sustainable Development Goal



WE SUPPORT



UN Global Compact Principle

Principle 1
Respect of Human Rights



"Diversity and inclusion (D&I) is a strategic priority for the firm and is spearheaded by our Diversity and Inclusion Group."

Inclusion and social mobility

We aim to foster a highly inclusive workplace culture where everyone can be themselves, where talent is nurtured and where there are opportunities for success irrespective of background. We support social mobility, as is our moral duty, and, by helping to drive wider and equal access to the legal profession, we reap the benefits of attracting the best talent.

Diversity and inclusion (D&I) is a strategic priority for the firm and is spearheaded by our Diversity and Inclusion Group, which reports directly to the Board. Progress is driven through a number of internal networks in relation to gender, race, disability and sexual orientation. All our people are provided with diversity training and 98% have completed the e-learning modules so far. During the past year, we have delivered unconscious bias training to the People team, our Partners and Senior Managers. We are planning a wider, targeted roll-out.

We seek to attract a wide pool of talent from diverse backgrounds and we have implemented a 'blind recruitment' process. Our trainee solicitors and apprentices come from a wide range of backgrounds; our current intakes are 22% BAME. We are apprenticeship 'trailblazers' and were involved in the development of the new legal apprenticeship standards, including the Level 7 qualification which allows individuals to qualify without having previously obtained a degree. We have taken on four legal apprentices each year since the launch of our programme in 2016 and expect our first cohort to qualify in 2023. We also launched an apprenticeship scheme for business professionals in 2019, which we expect to open up other professional careers within the firm.

With the onset of COVID-19, we extended our graduate recruitment reach with various virtual events. For example, we held a Black Lives in Law event, in conjunction with Vantage, which is part of our recruitment service provider Rare, where one of our BAME trainee solicitors



"Following successful completion of the paralegal apprenticeship I am really looking forward to embarking on the Level 7 solicitor apprenticeship, to qualify in September 2024. The apprenticeship programme provides me with the opportunity to gain a law degree and on-the-job training. The support I receive from both the firm and BPP is invaluable."

Nicole Marks, legal apprentice

spoke about how he got into law and his career path.

As part of our collaboration with Vantage, we are able to send emails using its student database to various diverse groups, to let them know about our events and to specifically target students countrywide who are flagged as disadvantaged for specific reasons such as being in receipt of free school meals. As a result attendance has significantly increased at events such as 'Food for Thought' and the university careers cafés, presentations and panel discussions. With the virtual format we have been able to attend more and 'go' to universities not previously visited. Our virtual Vacation Schemes have been more widely accessible, as students haven't needed to travel to our offices.

We are signatories of the Law Society Diversity and Inclusion Charter, which encourages us to benchmark our current D&I initiatives and measure the impact of our activities. We have seen the positive impact of our diversity and inclusion strategy in the results of our last People Survey, where 95% of respondents agreed the firm has an open and inclusive culture and 90% agreed they felt able to be themselves at work. 97% would recommend a contact or friend to join the firm.

We have continued to publish our Pay Gap information for gender and ethnicity. Whilst we are pleased to have made progress in narrowing our gender pay gap since reporting began in 2017, we know there is more we must do to achieve our gender diversity ambitions. The pay gap

report is available on our website along with our diversity statistics.

Race equality

2020 has catalysed the call for change. The killings of George Floyd and Breonna Taylor in the United States, the verdict at the inquest into the death of Kevin Clarke in the UK and the disproportionate impact that COVID-19 has had on BAME communities has starkly highlighted racial inequalities. This has brought to the fore campaigns such as Black Lives Matter and strongly highlighted the need to champion BAME colleagues and community members.

In 2020, we became signatories to Rare Recruitment's Race Fairness Commitment and Business in the Community's Race at Work Charter. Our internal BAME network, BCultured, has continued its work to inform, advise and advance BAME matters, making a real difference to BAME inclusion. The network directed a programme of events and campaigns throughout the year, with specific focus on Black History Month and on allyship, providing practical tips on being anti-racist and sharing resources to educate our people. We were delighted to see the network's efforts and progress recognised at the UK Legal Diversity Awards in November 2019, where it was shortlisted for 'Outstanding BAME Network'.

In the community, we are partner supporters of the Stepping Up Leadership programme. Stepping Up is a region-wide, positive action, award-winning leadership

CASE STUDY

Internal diversity and inclusion networks address Intersectionality

During September 2020 our internal diversity and inclusion networks – ‘BProud’, ‘BCultured’ and ‘BEnabled’ – came together virtually to present a ‘lunch and learn’ session on the topic of intersectionality and privilege, as part of BProud’s programme of Pride Week events.

The session started with a group presentation from **Ellen Robinson** (BProud), **Priscilla Osoba** (BCultured) and **Patrick Robinson** (BEnabled), covering what intersectionality means and how it works in practice. They explained a number of key points:

- The key principle around intersectionality is understanding that everyone has different elements of their identity that make up who they are (such as their race, gender, sexuality, disability, or class background) and that each individual’s unique combination of identities leads to a distinct experience of privilege and discrimination for that person;
- It is important to be aware of how these different aspects of a person’s identity interrelate, otherwise there is a danger of failing to cater for everyone in our attempts to promote equality. For example, the experience of a female, LGBT+, BAME or working class person with a disability can often be considerably different from that of a middle class, white, straight man with the same disability; and
- These differences in experience are erased and ignored if all these individuals are treated as if disabled people are a homogenous group. To effectively promote diversity and inclusion,



Ellen Robinson



Priscilla Osoba



Patrick Robinson

we must strive to be aware of as broad a range of experiences as possible, so we can support a wider range of people. As Audre Lorde famously said, “There is no such thing as a single issue struggle, because we do not live single issue lives”.

The presenters shared numerous examples of different intersectional experiences, as well as resources for understanding intersectional perspectives and practical tips about how to be a better ally to people from different marginalised groups. The presentation was followed by an engaging group discussion, in

which participants at the ‘lunch and learn’ shared their perspectives on intersectionality and privilege, as well as recommendations for books, films, podcasts, articles and television shows, which had helped them to understand the experience of people with lives different from their own.

Following the success of the initial session it was made available firm-wide as part of National Inclusion Week in October and received high levels of participation and engagement.

“There is no such thing as a single issue struggle, because we do not live single issue lives.”

Audre Lorde, American writer, feminist and civil rights activist

Inclusion and social mobility

programme which aims to improve the diversity leadership landscape across the public, voluntary and commercial sector with a particular focus on BAME. Our people have acted as volunteer mentors on the programme, including chief people officer Robert Halton who chaired the Governance Board and senior partner Chris Seaton. We have also provided in-kind support such as access to our meeting rooms and conference facilities. In 2020, Head of corporate responsibility Kirsty Green-Mann helped with applicant interviews and selection.

Gender balance

We know from our statistics that we have a healthy workforce gender split across business services and on the legal side from trainee solicitor up to director level. However, there is less gender balance at partnership level, which is around 21% female.

In order to ensure gender balance is a priority for the firm, we have established a Gender Taskforce. The group is driving our gender action plan to increase support for female talent into leadership. Our aim is for the proportion of partner promotions to reflect the gender ratios of senior associates and directors. In 2020, 50% of our partner promotions were female and our highest ever proportion of women were appointed to director level (56%).

In April 2020, we launched our latest Diversity and Inclusion (D&I) network 'BBalanced' to support our recently established Gender Taskforce in identifying priorities and objectives for the firm with a view to improving gender balance in line with our firm-wide D&I strategy.

We are founder signatories to the Women in Business Charter which calls for businesses to commit to promoting gender equality in the workplace by promoting flexible and part-time working, increasing the number of women at senior levels and the progression of female employees.



We have had agile working in place for a number of years and we encourage agile working across all our departments. Through our firm-wide gender balance research in 2020 we gained feedback from our people on what works well and what can be improved in terms of our approach to agile working. We are using this feedback to work with each of our departments and support line managers to establish agile teams.

We understand the traditional career path does not suit everyone, so we are pleased to have launched our flexible resourcing model, Burges Salmon Flex. This enables people to work in non-traditional ways that suit their own lifestyle and career aspirations. We have improved support for our working parents and carers including coaching, establishing a parents and carers network and providing training for partners on how to support members of their team who are going on and returning from family leave.

Sexual orientation

To support our focus on the LGBT+ community we have worked closely with Stonewall since 2012 and are a Stonewall Employer Champion. We take part in the Stonewall Workplace Equality Index, benchmarking our progress on LGBT+ inclusion. We are currently ranked 101st in the Workplace Equality Index and we are in the top 25 in the legal sector.

We play an active role in the Pride Festival each year and march in the Pride parade. We are proud winners of Best Law Firm 2017 and 2018 at the Bristol Pride Awards. This year the festival was held online and our internal network 'BProud' provided video content featuring LGBT+ colleagues and allies.

BProud has worked hard to support colleagues through lockdown and ran a number of fun events, including a Rocky Horror film night, complete with costumes

SOME OF OUR INCLUSION AND SOCIAL MOBILITY COLLABORATIONS



and fancy dress. BProud helps to raise awareness of LGBT+ issues and has links with HIV charity, Brístowe, which ran virtual awareness sessions for our people.

Disability inclusion

We are a 'Disability Confident Committed' employer via the government scheme and we are committed to supporting our disabled colleagues and ensuring our recruitment opportunities are accessible to all. We are working towards being a level two 'Disability Confident Employer'. We have forged a relationship with disability inclusion charity WECIL (the West of England Centre for Inclusive Living) to support improved disability inclusion.

During 2020 we conducted an internal disability survey and WECIL conducted a workplace accessibility audit to help us better understand disability in the workplace and to inform an improvement action plan. In turn, we have been pleased to support WECIL by providing volunteers to run mock interviews and employability workshops with the organisation's beneficiary participants.



We actively encourage those involved in our internal diversity and inclusion networks to participate in and support our Working with Schools programme. BEnabled has

specifically supported local authorities and an initiative to encourage greater employer engagement with Special Education Needs and Disability (SEND) schools and students.

Social mobility and education

The PRIME commitment is a legal sector collaboration facilitating wider access to the legal profession. We address social mobility and fulfil our commitment through our Working with Schools programme, blind and contextual recruitment and by providing apprenticeships for both legal and professional business services careers.

During 2020, the firm was recognised in the UK Social Mobility Awards Roll of Honour and ranked 39 in the Social Mobility Employers Index, retaining the accolade as a Top 75 Social Mobility Employer. We were delighted to be named a Business in The Community (BITC) Responsible Business Champion 2020 for our Working with Schools programme in its Educational Partnerships Category.

At the end of the last financial year, we were pleased to have reached some 845 student beneficiaries through various means including experiences in the workplace, career insights, employability skills, mock interviews, CV clinics, mentoring and business insight days.

For ten years, our people have volunteered at several local primary schools, acting as 'reading buddies' and 'number partners'. These initiatives are run in collaboration with Ablaze, a charity dedicated to ensuring children have the best possible start in life, gaining the skills they need to prosper in adulthood. We are pleased to be supporting a new community collaboration and virtual reading programme, financially and with volunteers, for the 2020 academic year.

Our Working with Schools programme primarily aims to engage students in state schools and from less advantaged backgrounds. Other highlights during the past year have included new curriculum



Law Information Day, Edinburgh office
February 2020

delivery work with Bristol secondary school Fairfield High. We delivered a face-to-face workshop at our offices for around 70 students over two days covering topics pertaining to Geography GCSE with the involvement of our Real Estate practice and Facilities Management team.

We are founding members of the Social Mobility Business Partnership (SMBP), which provides students from low-income and disadvantaged backgrounds with work experience and our chief people officer, Robert Halton, is a trustee. SMBP is a national collaboration of over 130 organisations, professional services firms and professional sports clubs, working across 18 towns and cities, reaching over 500 students. In October 2020, we were pleased to be able to lead on the local cluster delivery of the SMBP Business Insights Week, providing support to adapt it to a virtual format.

During the SMBP week, A-Level students gain a breadth of business insights, career information from lawyers and accountants and have the opportunity to demonstrate employability skills. We worked closely with our client Yeo Valley to deliver a joint session where students were introduced

to Yeo Valley, advertising standards and legal considerations. They also undertook a marketing campaign challenge.

In addition to the SMBP, we collaborate with a number of other organisations in the delivery of our Working with Schools programme. These include TeachFirst, Envision, IntoUniversity, Babbasa, Careers Coach, Inspiring Governance and Raising Aspirations. We also provide in-house opportunities for students through our Bright Sparks work experience programme and our Law Information Career Insights Days.

We were delighted to be able to run our Law Information Days in Bristol and for the first time in Edinburgh during February 2020 before the national lockdown began. Given the uncertainty during the following months we were unable to run our summer 2020 Bright Sparks work experience weeks but have offered deferred placements to all participants. We are now planning to run our next round of Career Insights Days virtually and are planning for virtual Bright Sparks work experience weeks, which will run in the summer of 2021.

CASE STUDY

Legal advice on equality matters by our Employment team

Allegations of discrimination at work can significantly impact any business. Our equality, diversity and discrimination lawyers understand the sensitivity of these issues, the reputational damage they may cause and the importance of resolving them quickly.

We assist our clients in making the right commercial decisions to protect their reputation and their workforce.

We work collaboratively with our clients to respond effectively to claims of discrimination at work and to provide advice on equality and diversity in the workplace. As well as dealing with complex and high-value claims, we regularly advise on day-to-day equality and diversity issues, such as dealing with maternity and flexible working queries and advising on issues of equal pay.

We also provide a gender pay audit advisory service to help employers with mandatory gender pay reporting.

Our expertise in equality and diversity in the workplace includes the following:

- Complex and sensitive claims of discrimination at work;
- Analysing potential risks of discrimination at work;
- Drafting and implementing policies for equality and diversity in the workplace;
- Advising on issues of discrimination at work such as maternity and equal pay;
- Training for managers and HR teams on equality and diversity in the workplace; and
- A gender pay audit advisory service.



Jamie Cameron, senior associate and Head of community engagement, says:



“Equality, diversity and inclusion are key business priorities for us. In my role as Head of community engagement, I am really proud of the way our people are so actively involved in our own

internal networks as well other external organisations to improve diversity and inclusion in the communities we live and work in. The support and encouragement that the firm provides us in taking on these roles is really important and demonstrates our commitment to our people and communities as well as our clients. I know that the practical experience I gain and the broad range of perspectives I hear, particularly in my roles on BCultured (our internal BAME network) and as a trustee of Young Bristol and of Feeding Bristol, helps to inform my legal advice in managing what can be highly sensitive and potentially damaging issues.”

DIVERSITY AND INCLUSION HIGHLIGHTS

50%

FEMALE
DIRECTORS



51%

FEMALE
SENIOR ASSOCIATES



40%

FEMALE
PARTNER PROMOTIONS



TOP

75



Social Mobility Employer

86%

of people feel they can be themselves at work

Burges Salmon
Diversity and Inclusion



Objectives for 2021

- Progress diversity and inclusion strategy, strengthening action plans with our inclusion groups for gender balance, race, sexual orientation and disability.
- Work with Rare Vantage to increase applications from candidates from disadvantaged backgrounds.
- Improve diversity representation on the firm's website and social media channels.



UN Sustainable Development Goal



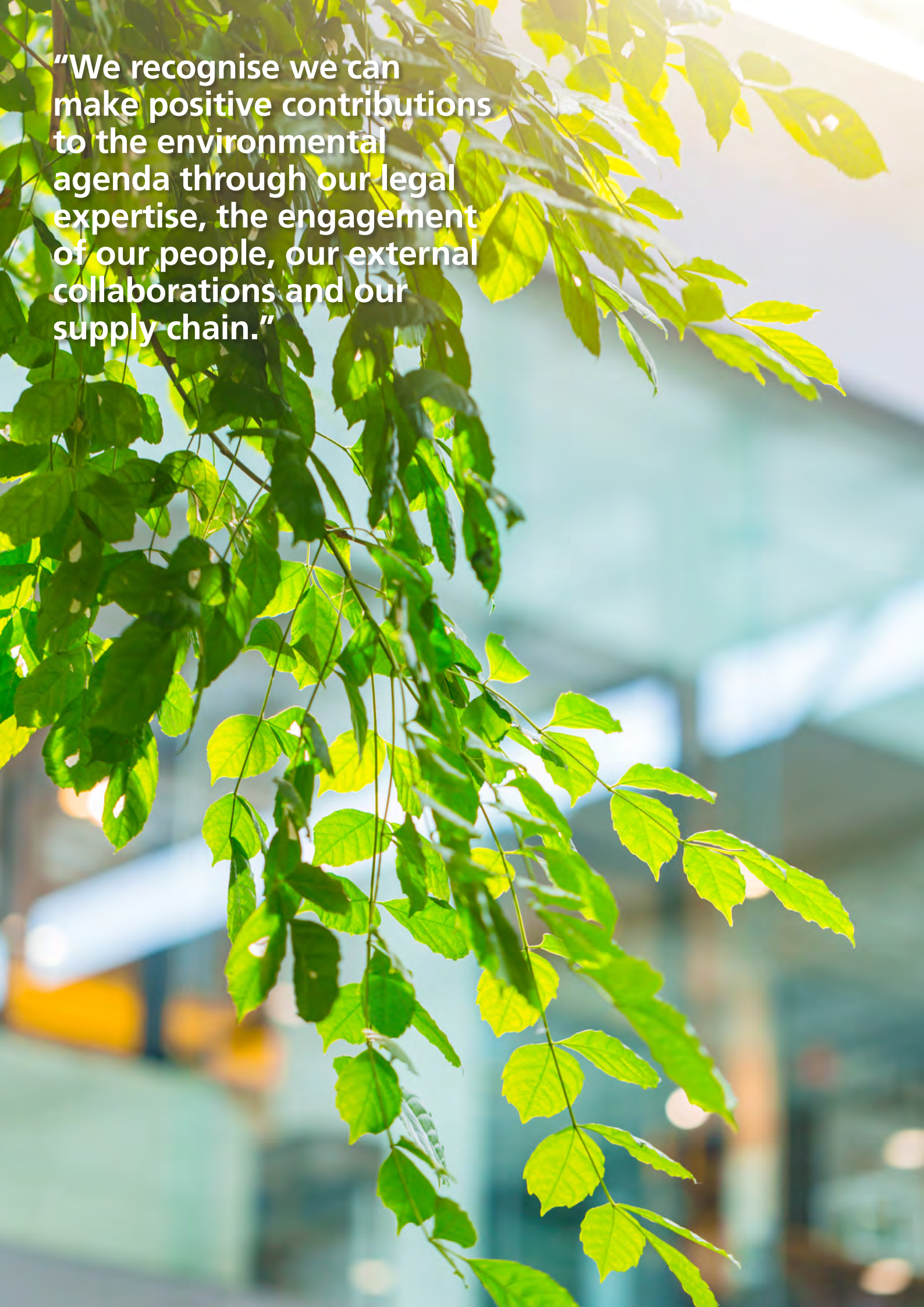
WE SUPPORT



UN Global Compact Principle

Principle 6

Elimination of discrimination in
respect of employment



"We recognise we can make positive contributions to the environmental agenda through our legal expertise, the engagement of our people, our external collaborations and our supply chain."

The environment and sustainable communities

We recognise we are facing a climate emergency and that action must be decisive and ambitious. There must be a transition to a low-carbon economy and we all have a role to play in achieving this. Our aim is to take action for an environmentally sustainable future that positively impacts the community.

We recognise we can make positive contributions to the environmental agenda through our legal expertise, the engagement of our people, our external collaborations and our supply chain.

As part of our five-year environmental strategy, we have objectives to achieve by 2023, focusing on reducing waste, sustainable travel and reducing electricity, gas, paper and water usage. Last year the focus was on reducing waste when we successfully eradicated the use of disposable cups at our Bristol office and achieved a 41% reduction in single-use plastic across the firm.

Our focus for 2020 was business travel, which was positively impacted by the pandemic and the associated travel restrictions. We envisage there will be a return to office-based working and travel, however, we will continue to focus on and communicate the advantages of sustainable travel. This will encourage the ongoing use of technology with an aim to reach an appropriate and justifiable balance between our business needs and the emissions associated with travel.

We have a structured approach to environmental management – certified to the international standard ISO14001 – and an internal network of environmental champions known as ‘BSustainable’. We are founding members of the Legal Sustainability Alliance (LSA), underpinning our commitment to transparency in carbon reporting and providing leadership within the legal sector.

Net Zero ambition

All of our offices are BREEAM Excellent rated buildings. Since 2016, we have achieved a year-on-year reduction in our carbon footprint and are working towards science-based targets. We have invested in a rewilding and carbon-offsetting project with Trees for Life.

By pledging our support to the Legal Renewables Initiative, we are working towards 100% renewable energy in our UK offices by 2025 and are encouraging our people to switch to renewable energy too. We are pleased that 99% of our electricity usage is now from low carbon sources, with our Bristol and London offices operating on 100% renewables.

We are delighted to have joined the Chancery Lane Project and participated in a number of their hackathon events. The Chancery Lane Project is a pro-bono legal sector initiative, encouraging collaborative working to develop new clauses and model laws which help tackle climate change.

At our AGM in November 2020, we announced our target to achieve our Net Zero by the end of 2026. We aim to achieve this through a combination of initiatives: continued energy reductions and efficiency gains, the switch to renewables and, for unavoidable residual emissions, we will invest in high-quality carbon offsetting projects. This will be for our direct (Scope 1 and 2) and indirect (Scope 3 Business Travel) emissions.

We have commenced work to pursue the setting of science-based targets. We expect this work will further inform our Scope 3 emissions. These will then be considered in light of our Net Zero ambition. We have made our Net Zero ambition public and become signatories to the One Planet Pledge.

Sustainable communities

In contributing towards more sustainable communities, the engagement of our people in the environmental agenda is key. The role of our internal network, BSustainable, is to develop initiatives which encourage our people to help us achieve our environmental objectives as well as to help raise environmental awareness and foster positive behaviours.

For the past 10 years, we have run our own Green Week. This is a key time to raise awareness and showcase sustainable ideas. During the week, each day takes a different theme: Meat-free Monday, Better Travel Tuesday, Waste not Wednesday, Thought-provoking Thursday and Farming Friday.

During lockdown, BSustainable continued to engage our people with regular tips for reducing environmental impacts, sharing ideas for more environmentally friendly Christmas gifts and sign-posting relevant resources including films and books.

“Borges Salmon is known for its responsible business approach. Hosting, sharing space and listening to the wider city agenda; this is part of an embedded and integrated approach and broader civic contribution.”

Lizzi Testani, chief operating officer, Bristol Green Capital Partnership

CASE STUDY

Trees for Life

Our first carbon offsetting investment was announced in June 2020 on World Environment Day. We are collaborating with conservation charity Trees for Life, investing in a rewilding and carbon offsetting project that will protect over 3,000 trees at its acclaimed Dundreggan Estate in Glenmoriston, Scotland.

The project is overseen and accredited by the UK Woodland Carbon Code. Our partnership with Trees for Life, which complements our other climate commitments, is to support the charity's work and offset our residual emissions.

Burges Salmon's Net Zero team negotiated the contracts and is helping other companies, landowners and organisations with the establishment of tree planting, biodiversity net gain and offsetting contracts and businesses.

Part of our decision-making process when choosing the carbon offsetting charity was to select an opportunity that aligned with our presence in Scotland and one which might provide opportunities for our people to get involved through volunteering. Trees for Life relies heavily on helpers during its tree-planting season, with volunteers staying in log cabins, planting the hillsides and working in the tree nursery.

Trees for Life has delivered awareness-raising sessions with our people and jointly collaborated with us on a session for the annual International Bar Association conference.



Image supplied by Trees for Life

Colin Mackenzie-Blackman, Head of fundraising and engagement at Trees for Life, says:

"We are delighted to have partnered with Burges Salmon. Working with companies in this way supports our vision of a revitalised wild forest in the Scottish Highlands, to benefit the climate, people and wildlife. Working with companies through accredited carbon schemes in this way is a hugely positive way of taking action to address the urgent issues of climate breakdown and biodiversity collapse. They also serve as an inspiring demonstration of what businesses and landowners can achieve for the environment through collaboration."

Trees for L🌱ife

We have a number of partnerships with community organisations that focus on the environment, providing opportunities for our people to get directly involved. We have partnerships with the Bristol Zoological Society and Wild Place, the Avon Wildlife Trust, the Bristol Green Capital Partnership, Catalyse Change, the Global Goals Centre and a number of community farms.

We are committed to the UN Sustainable Development Goals (SDGs) as a roadmap towards an equitable and sustainable future and in the ambition to 'build back better'. We have continued our support and involvement throughout the year with the Bristol SDG Alliance, following on from last year's production of the city's Local Voluntary Review.

We are corporate supporters of the Bristol Green Capital Partnership (BGCP). The BGCP was founded in 2007, recognising the need for collective and collaborative working to effect long-term change and make the city a more sustainable place to live. BGCP has a long history of championing grassroots projects and promoting collaborative working through monthly green mingles, theme forums and gatherings on key city challenges and strategies.

Current priority projects of the Bristol Green Capital Partnership include: the expansion of the Black and Green Ambassadors project; helping coordinate Bristol's bid to be a Gold Sustainable Food City; the Community Climate Action project and an upcoming Climate Action Programme, to support organisations to reduce carbon emissions in their own operations. In addition to our financial donation, we support the Bristol Green Capital Partnership by participating in their newly formed Climate Leaders Group, hosting events and supporting campaigns such as Going for Gold as part of their focus on food sustainability.

The importance of everyone having access to good-quality, safe and nutritious food that minimises environmental impacts

ENVIRONMENTAL PARTNERSHIPS



has never been so pertinent, especially in light of COVID-19. This is something we recognise through our charitable theme of the year 'No Child Goes Hungry'. As a member of Going for Gold, we have been taking action such as buying better, reducing food waste, supporting urban growing and community action as well as promoting food equality. We have made various changes in the workplace, including ditching the disposables, offering more meat-free meals and healthy snacks, and creating a take-less culture. As a result, we are delighted to have been named a Going for Gold Food Champion.

In line with our sustainability objectives and in-kind initiatives, we hosted and participated in seminars entitled 'Circular Economy' and 'The Future of Energy' as part of the Festival of Sustainable

Business, in collaboration with The Future Economy Network. During the event we presented on our environmental approach and performance, our relevant legal expertise as well as our commitment to responsible business practices and the UN SDGs. Energy demands, technological developments, climate change science and evolving regulation framed the conversation. The seminars were part of a number of events being held to inform people about the sustainability issues we all face, the actions that are being taken and what else needs to be done. Sessions were well attended, with a vibrant mix of people from local businesses, consultancies, academia, civil society and not-for-profit organisations. We believe it is this multi-stakeholder approach that will accelerate progress.

CASE STUDY

Net Zero legal expertise

Our Net Zero lawyers have in-depth knowledge of the regulation and expertise within the key sectors, including decarbonised energy, built environment, land use and transport. The UK's Net Zero emissions targets and global ambitions to decarbonise will require multi sector collaboration.

Net Zero is a legally binding commitment by the UK government to ensure that by 2050 the amount of greenhouse gas, such as carbon dioxide, which the UK produces as a whole, is less than the amount it takes out of the atmosphere. Our Net Zero lawyers are in a unique position to advise clients on the policies, regulation, strategies and projects that will need to be developed and implemented by the private and public sector to hit the 2050 obligation.

Head of Renewable Energy and partner Ross Fairley leads our Net Zero team. This team has been helping clients put together strategies for moving to Net Zero and has been very busy advising on a wide variety of projects relating to Net Zero, one of the most prominent being Bristol City Council's City Leap project. Over the course of the last year the team has delivered a number of presentations and webinars internally, in addition to a series of external virtual roundtable events. These events brought together sector leaders to discuss policy and regulation. We use such activities and insights to help our clients plan for changing regulation and policy and to ensure joined-up thinking across sectors, particularly through discussing market challenges and opportunities, which focus on the UK's Net Zero target.

At the Women Powering Smart Energy 2020 Awards, partner Liz Dunn received the Smart Energy Law Award. The event brought



together the people and organisations that are driving the low carbon energy transition from all areas across the sector, to celebrate the important achievements being made by women in this area, with key representatives from a number of businesses including Octopus, Vattenfall and NatWest. It featured speeches from experts in the field before the awards ceremony, in which Liz received her accolade, as nominated and voted by peers working in the sector.

Senior associate Emma Andrews is in the firm's Renewable Energy team and has been appointed to the UK Green Building

Council (UKGBC) Renewable Energy Procurement & Carbon Offsets Task Group. UKGBC is a charity working with over 400 member organisations in the UK building industry to drive transformational change and campaign for a sustainable and net zero carbon built environment. With experience in the sector, Emma is supporting UKGBC in developing best-practice guidance on the procurement of renewable energy and carbon offsetting, alongside the other task group members.



"I'm delighted to receive this recognition and to be seen as part of the positive drive towards a low carbon economy. Net Zero continues to gather momentum and we need decisive action and collaboration across all sectors and businesses if we are going to meet the challenges of climate change. At Burges Salmon we recognise this and are pushing forward in terms of both our legal expertise and within the firm's operation."

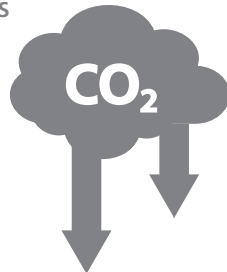
Liz Dunn, Partner Burges Salmon

ENVIRONMENT HIGHLIGHTS

REDUCTION IN CARBON EMISSIONS

27%

(compared to previous year 2019)



REDUCTION IN SINGLE USE PLASTICS

41%

(compared to previous year 2019)



OFFICE ENERGY

99%

from low carbon sources



ONE PLANET PLEDGE



Objectives for 2021

- Make progress towards our Net Zero ambition for 2026 which includes submitting a Letter of Commitment to the Science Based Targets initiative (SBTi)
- Investigate the environmental impacts related to increased home working and the options for supporting our people in reducing these impacts
- Focus on the reduction of paper usage and ways to maintain less reliance on hardcopy documents



UN Sustainable Development Goal



WE SUPPORT



UN Global Compact Principle

Principle 7

Precautionary approach to environmental challenges

Principle 8

Promote greater environmental responsibilities

Principle 9

Diffusion of environmentally friendly technologies



**"Good work is about security,
rights and a fair income.
It can transform individual
lives, communities and business
performance. It is about inclusive
employment and supporting
those who face barriers."**

Respect and employment

We provide work and job opportunities for more than 800 people. We work on client matters that create job opportunities as they contribute towards economic growth. This is particularly notable in sectors such as real estate, infrastructure, energy and transport. Our purchase of goods and services from suppliers supports jobs in the supply chain.

Respectful employment (decent work) is about security, rights and a fair income. It can transform individual lives, communities and business performance. It is about inclusive employment and supporting those who face barriers. Aligned with our core values we see that respect and fairness are the foundations in providing and advocating for decent work. Our aim is to contribute to the provision of job opportunities that are inclusive and fair. This aligns with our core values of respect, ambition, quality, fairness, collaboration and commitment. These are the values we expect of ourselves, our people and our suppliers.

Inclusive employment and fair pay

Inclusive employment is linked with our focus on diversity and inclusion. Our internal diversity and inclusion networks are involved in a number of activities such as our Working with Schools programme, university recruitment fairs and events like the LGBT+ 'Pride' parade to help with the firm's appeal to a diverse pool of candidates.

We have relationships with a number of community groups in the pursuit of inclusive employment. These include Babbasa, an organisation empowering young people; the Women's Work Lab, which supports disadvantaged women back into the workplace; the West of England Centre for Inclusive Living (WECIL) as well as working with other organisations through Business in the Community (BITC) to help drive skills

development and general employability. We have continued our support of these types of organisations throughout the year, providing coaches and mentors, work placement opportunities as well as financial and pro bono legal support.

In January 2020 we worked alongside the local council and the University of Bristol to convene and participate in an inclusive employment workshop that brought together employers in the area, training providers and other community organisations. The workshop helped to form important new connections, gather momentum for a shared vision and identified key levers to help drive inclusive employment, including paying a living wage, better matching of skills and education to job opportunities, career coaching and building strong links between communities and employers.

We believe in a fair day's pay for a fair day's work and are an accredited Living Wage Employer. This means all our people and contracted supplier workers receive the living wage or more. We know remuneration is important in attracting and retaining the best talent and we benchmark as part of the annual salary review. This year owing to COVID-19 we postponed the salary review and made use of the government's Coronavirus Job Retention Scheme. This meant we were able to maintain salary levels and protect jobs.

We were pleased to be in a position to progress with salary reviews at the end of 2020 and to repay the furlough money received via the scheme to the government, to support the areas of the economy that have been more detrimentally affected.

Code of conduct

Good governance, trust and integrity are at the core of responsible business: doing things in the right way and treating people from all stakeholder groups with respect. Bribery and corruption is wrong and contributes to situations where human rights abuses are more likely to occur.

As a law firm we are regulated by the Solicitors Regulatory Authority and the Law Society of Scotland. We comply with the ethical standards of professional behaviour set by our regulators. We take a zero-tolerance approach to bribery and corruption. All our people have regular training in anti-money laundering, cyber security, information security and anti-bribery, to ensure they understand the implications of the Bribery Act and to ensure we mitigate risk in these areas. Completion rates for all these compliance e-learning modules are reported at higher than 98%.

Our clients are subject to due diligence to protect against money laundering, financing terrorism, bribery and corruption and conflicts of interest. We provide training for our people on these issues to cover the risks, including those faced by the legal sector in the current climate.

Our internal auditors undertake a continual cycle of reviews to identify areas for improvement and examples of best practice, which are shared with our senior management team at regular intervals.

Rights and freedom of association

We support and respect internationally recognised human rights in line with the principles and guidance of the UN Global Compact, the UN Universal Declaration of Human Rights, the core conventions of the International Labour Organisation (ILO) and the UN Guiding Principles on Business and Human Rights (UNGPs).

Our Human Rights Policy and Modern Slavery Statement are available on our website. To help build knowledge and awareness and take action against modern slavery and human trafficking we have an on-going charitable partnership with Unseen. Unseen is an award winning anti-slavery charity that works to support victims of modern slavery, collaborating with businesses and other organisations to mitigate the risk of modern slavery and address remediation.

CASE STUDY

Collaboration with the Women's Work Lab

The Women's Work Lab is one of our new community collaborations that supports unemployed mums, aged 25+ and receiving benefits, to become work-ready. The mums face challenges including domestic abuse, lone parenting and children with Special Educational Needs or home displacement.

The organisation's bespoke classroom training, work placement and sponsorship programmes focus on building confidence, ambition and employability skills. They specialise in unlocking potential and laying the foundations for a brighter future. As one of their corporate partners, we have championed them from the start, provided funding and have also provided a work placement for one of the mums.

We offered the work placement during the pandemic, which was not without challenge but we endeavoured to provide a meaningful workplace experience and a genuine representation of the Burges Salmon culture. During the placement the mum was given a specific project, legal-related work-tasks and business services work-tasks as well as the opportunity to meet a variety of colleagues and undertake some shadowing activities.



Images supplied by Women's Work Lab

We received the following feedback from the Women's Work Lab mum:

"Every employee I've spoken to has been consistently well organised, professional and polite. My work placement was incredibly well thought out and a lot of effort had evidently gone into arranging these placements and in the other support you offer the local community and schools. It is clear to see how much of an emphasis there is on using the firm's privilege to provide assistance for those less fortunate and that Burges Salmon is committed to always adapting and evolving and keeping its people well educated in various issues such as Black Lives Matters".

Our partnership with Unseen has included training and awareness sessions with our people, an Unseen director briefing our Partnership Committee, an internal communication campaign, joint action and collaboration on Anti-Slavery Day in October and convening an anti-modern slavery business event.

As part of respecting labour rights with our people, we have employment contracts. These cover a variety of terms and conditions including remuneration, working hours, annual leave, sickness and absence, expenses, pension and benefits, confidentiality and grievance and disciplinary procedures. In addition to contracts we have what we refer to as 'The Deal'. The Deal helps to explain what we expect of our people and what they can expect of us.

As a law firm, we don't have a workforce that is typically unionised. However, we recognise the importance of freedom of association and place value on good communication and dialogue. This is achieved by nurturing a collaborative culture, providing regular business updates and having a variety of internal networks that are led by our people. Our people are encouraged to raise any concerns. We have a whistleblowing policy and procedure in addition to our Employee Assistance Programme. We did not receive any whistleblowing complaints in the last year.

Access to justice

We support a number of organisations and collaborations that are focused on enabling and improving access to justice and, on challenging unfair decisions and treatment. Our support is financial as well as providing pro bono legal advice helping people keep their jobs, homes, income and independence.

Lawyers from our Employment team support law clinics and the Citizens Advice Bureau where members of the public seek advice. We were delighted to be able to host the last national Law Centres Network two-day conference with some 120 attendees at our Bristol office, covering a range of topics including poverty and human rights,



the role of law centres, migrants and homelessness, and equal justice.

Engaging with suppliers

We have a procurement policy and Burges Salmon terms and conditions for our suppliers. These include our expectations for responsible business and sustainability. More information including our terms and conditions can be found on our [website](#).

We assess supplier performance, focusing efforts on our most critical suppliers. They are identified in terms of spend and strategic importance. Our critical suppliers are subject to supplier assessments, contract reviews and regular engagement. More detailed information is provided in our Modern Slavery Statement and can be found on our [website](#).

We ask all our suppliers to align with our core values and focus areas, such as diversity and inclusion. Our aim is to work with them as collaboratively as possible. We run supplier engagement events where our senior management lead presentations to suppliers, as well as incorporating training and facilitated discussion sessions. The pandemic has placed additional burden on our finance team and our supplier payment performance reported that 77% of our suppliers were being paid within 60 days. We have aspiration to improve this and become signatory to the Prompt Payment Code as we progress our Finance Improvement Plan programme.

Our supplier engagement events focus on topics such as diversity and inclusion, modern slavery, science-based targets, The Legal Renewables Initiative, etc. Our internal D&I networks engage with and invite our suppliers along to relevant events and training. We work closely with one of our biggest suppliers, BaxterStorey, to provide education for our people and visitors to our buildings on different cultural events and celebrations through food.

As an accredited Living Wage Employer we build strong relationships with our suppliers as we believe workers in our supply chain, as well as our own people, deserve fair pay. This engagement has resulted in increased pay for workers who provide the firm with cleaning and security services.

We are a proud advocate and supporter of Fair Trade. By supporting Fair Trade we are pleased to know there are project investments improving rural communities, education, environment and healthcare in some of the poorest parts of the world. These issues all have an impact on the rights of workers in our supply chain.

During February 2020, we supported the annual Fair Trade Fortnight, helping to raise awareness of the importance of Fair Trade and engage our people on the topic. For the last two consecutive years, we have sponsored the University/College Award at the South West Fair Trade Business Awards. We look forward to doing so again next year when the awards resume following the pandemic.

CASE STUDY

Perspectives on Infrastructure campaign and future economic recovery

With the initial onset of COVID-19 in the UK and the first lockdown, government and industry focus was taken away from infrastructure finance and delivery in the short term. However, the UK's infrastructure need has not diminished and the sector has been identified as key to economic recovery and job creation.

To understand the related challenges and the opportunities, we invested in research and produced a series of interviews under our Perspectives on Infrastructure campaign with influential thought leaders in UK infrastructure investment. Here we share some of the key findings.

What emerges from our interviews is the significant appetite, within the private sector, to engage with the government after a period of political and economic uncertainty, to pursue active policy discussion about the balance between risk and reward. Investors are now hopeful of more direction around their participation in infrastructure, a clear framework for delivery of the Net Zero agenda, the identification of priority projects, an effective long-term investment model and new public funds to leverage private investment in new asset classes such as cleantech.

With jobs and infrastructure at the centre of the government's economic growth strategy, central funding has been announced to help speed the construction of homes and infrastructure. A new Acceleration Unit has been created to join the Department for Transport and tackle delays to transport infrastructure projects. New research carried out for the UK's National Infrastructure Commission shows how sharp declines in the cost of renewable generation mean that Britain can aim for renewables to



Chris Jackson, partner and Head of Infrastructure, says:



“We hope the forthcoming policies and commitment will address some of the recent issues and that positive times are ahead for the UK infrastructure market, for the next five years and beyond.”

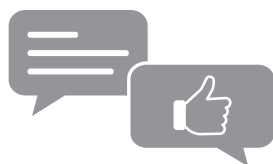
meet two-thirds of electricity needs by 2030. As a firm we are proud to have leading expertise in the energy and infrastructure sectors, which was recently

recognised at the 2020 British Legal Awards where the firm was named ‘Energy & Infrastructure Team of the Year’.

RESPECT AND EMPLOYMENT HIGHLIGHTS

97%

of our people would recommend a friend or contact to work at the firm



LIVING WAGE
ACCREDITED EMPLOYER



E-LEARNING

99.5%

Anti-bribery and Corruption e-learning completion rate



Modern Slavery e-learning completion rate

89%



Objectives for 2021

- Issue an enhanced procurement policy to better reference and encapsulate labour rights of workers in the supply chain
- Contribute as part of the Business in The Community South West Leadership Board for a clear focus on employability and skills, as part of the region's post-COVID-19 recovery
- Introduce a new bonus scheme for our people ready for the next financial year 2021/22



UN Sustainable Development Goal



WE SUPPORT



UN Global Compact Principle

Principle 1

Respect of Human Rights

Principle 2

Not complicit in human rights abuses

Principle 3

Freedom of association and collective bargaining

Principle 4

No forced or compulsory labour

Principle 5

Abolition of child labour

Principle 10

Work against corruption and bribery

“Collaboration and high standards are important to the way we work, interact and deliver service.”



Collaboration and collective impact

Through collaboration, we deliver a higher standard of service for our clients and a greater positive impact for society and the environment. This is about taking a stakeholder approach, understanding expectations and working together on mutual interests and opportunities. Our aim is to work together and with others for a greater collective impact.

We have high expectations of ourselves and value a strong reputation with our stakeholders. In achieving this we believe it is important to operate to high standards. During the year we were pleased to have achieved and maintained accreditations to the international standard ISO14001 (Environmental Management), ISO9001 (Quality), ISO27001 (Information Security) and ISO22301:2019 (Business Continuity). We are Cyber Essentials+ certified, which is backed by the UK government and the National Cyber Security Centre (NCSC).

Collaboration and high standards are important to the way we work, interact and deliver service. Winning awards is a reflection of what others think of us, in light of the way we work, the standards to which we operate and what we achieve. We were delighted to win and be shortlisted for no less than 40 awards during the year.

We have applied the UN Sustainable Development Goals (SDGs) to help us identify opportunities to make the greatest difference. We see that by using this understanding to cultivate stakeholder collaborations we can mutually support and accelerate delivery.

In November 2020, Kirsty Green-Mann, Head of Corporate Responsibility, participated in a UN Global Compact UK webinar, 'Getting Started', as the key business speaker to help inspire and inform other organisations in engaging with the UN SDGs and using them as a framework for responsible business.

In May 2020 we became signatories to the C-19 Business Pledge and provided

a case study, setting out our response to COVID-19 and our priorities for working towards recovery in terms of our clients, our people and the community. The C-19 Business Pledge aims to encourage organisations to be a force for good by making a commitment to doing what they can to tackle COVID-19. You can read about our pledge and case-study by the C-19 Business Pledge website [page](#).

Client focus and collaboration

Service excellence and client delivery is at the heart of what we do. By excelling in client delivery, we reinforce the firm's standing, capacity for future success and the wider positive impact we make. We were therefore delighted to be named 'UK Law Firm of the Year' at the prestigious Legal Week British Legal Awards 2020.

This recognition reflects our relentless focus on client delivery and the implementation of our sector approach, with the firm over the past year having been appointed by some of the UK's largest organisations as well as receiving multiple awards and accolades. The achievement reflects successful delivery of a number of the firm's key goals including creating a unique client proposition in Scotland, innovating around client service, delivering a client-led international model, driving responsible business, prioritising

diversity and inclusion, and focusing on talent-development.

This broad strategic focus across the firm means we can offer our clients a quality service with the opportunities for wider collaboration and added value.

We conduct Customer Relationship Management (CRM) post-matter surveys with all our clients and, during 2020, our programme showed stronger results than 2019, with satisfaction scores of 9 out of 10.

Our Innovation and Client Solutions team focuses on enhancing legal service delivery and is responsible for the integration of advanced technology in the firm. They are pioneers for the firm's future and work on projects such as legal service delivery improvement, app development, automation and Artificial Intelligence.

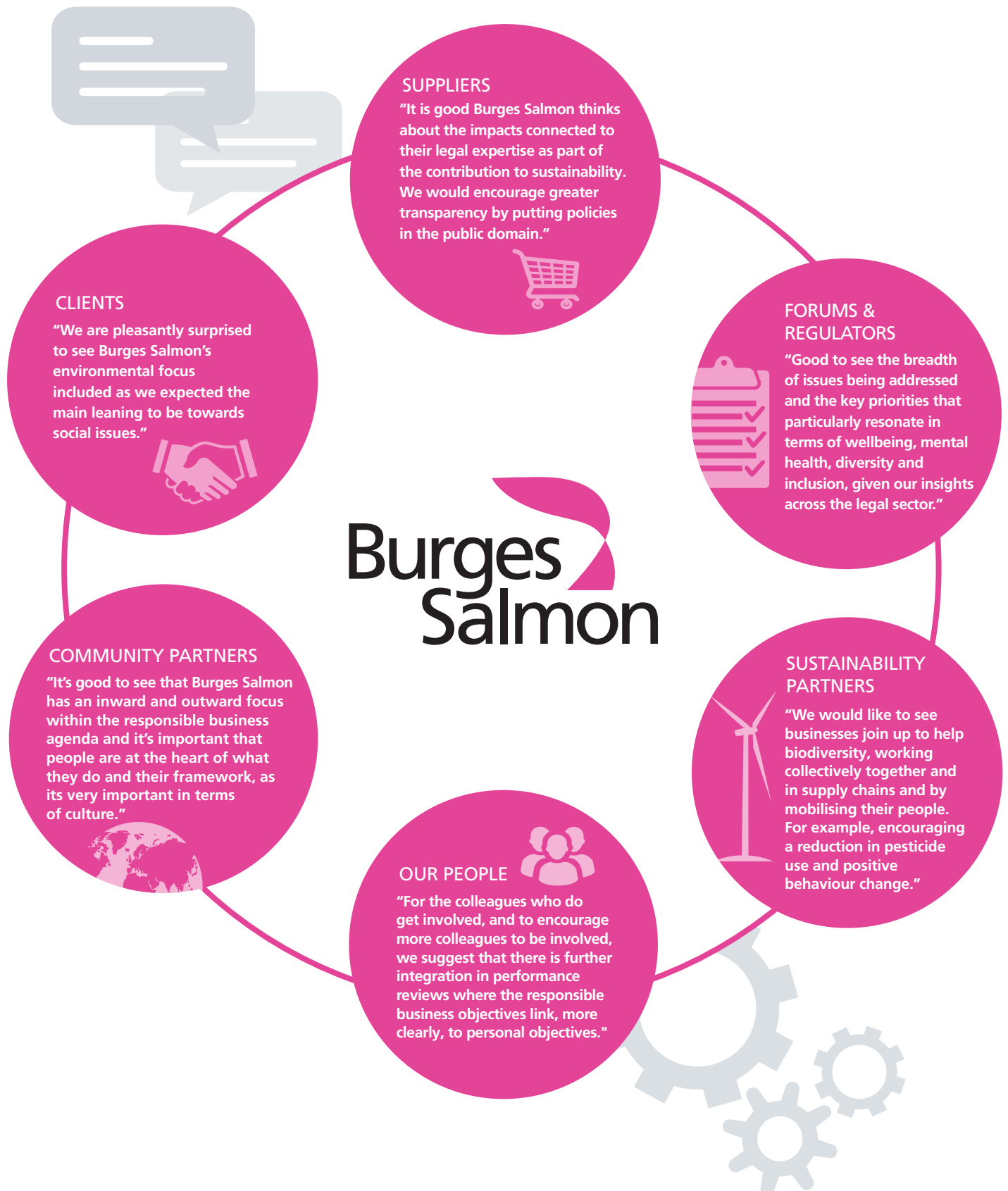
During 2020, we launched a new research and innovation initiative in collaboration with the University of Bristol, exploring the use of AI and data science, productivity improvements in professional services and the future of work.

We proactively use technology to assist clients, including enabling legal teams and their internal clients to self-serve where appropriate. This frees up in-house legal team time and provides risk-assured, consistent outcomes for internal users through an industry-leading, low code automation and innovation platform.

Professor Jonathan Beaverstock, University of Bristol, said:

"It is essential that academia and organisations work together to crack the productivity puzzle. The School of Management relishes the opportunity to draw on its world-leading research and scholarship in the fields of professional services, the future of work and 'big data' to establish meaningful connections with Burges Salmon. There is huge potential for social sciences research to bring innovation to companies and thus to contribute to economic growth."

STAKEHOLDER ENGAGEMENT FEEDBACK



Stakeholder engagement

In the early part of 2020, we actively engaged our clients, our people, suppliers, the community, legal sector bodies, our preferred firms' network and the wider business community to obtain feedback on our approach to responsible business approach and performance, and to explore possible areas for further collaboration. The key finding was that we have a very well thought-out approach and objectives that meet stakeholder expectations.

The authenticity of the firm's approach and our achievements in this field were widely recognised and our stakeholders were interested to learn more about our focus on the environment. We were challenged to advocate more and share our knowledge on responsible business more widely. It was also suggested that we should have clearer ambitions in relation to our measures and targets. Feedback has been shared with our Responsible Business Committee and is being incorporated into the forward-looking strategy.

Giving back

Being involved in the community and making a positive contribution is an important part of our culture and something valued by our people, as demonstrated by the feedback gathered as part of our People survey and the enthusiasm with which our people get involved. We actively encourage and facilitate community participation through volunteering opportunities, charitable fundraising, donations, in-kind donations, pro bono legal advice, as well as board-level trustee and school governor opportunities.

Whilst the pandemic has impeded our usual face-to-face volunteering programme and the welcoming of community guests to in-kind hosted events, our broad community offer and adaptation to virtual platforms has meant

Michael Hayles, our pro bono partner, says:



"I know from my time as pro bono partner how much pro bono matters are valued by the recipient community organisations. Requests vary from the more complex legal advice to just taking a simple review of a contract or a professional pointer in the right direction. I'm also pleased that the collaboration with LawWorks is successfully matching our offer with community requests and that new relationship is working well."

we have been able to contribute in a meaningful way.

At the end of the last financial year we had increased our investment in the community to 2.39% of operating profit before tax, which included 53% of our people participating in volunteering, 1,467 hours of pro bono legal advice and welcoming 3,667 community organisations and guests to use our meeting and conference facilities.

As part of our pro bono offering, we started a new collaboration with LawWorks, a charity that provides an introductory service for small not-for-profit organisations to obtain pro-bono advice on a wide range of legal issues, to support the continuation and expansion of their services to people in need. Each month, pro bono opportunities are sent to participating law firms for their consideration.

We assess these opportunities based on the type of charity, locality, expertise required and our capacity. We have been able to assist on matters for a number of community interest companies. They include Maze Studios, a CIC that aids artistic development and provides affordable studio spaces and classes for local residents, and Promas Caring for People, which operates in Devon and

Cornwall and provides free training and support to unpaid carers.

In addition to virtual volunteering, another way we have been able to contribute to the community is by encouraging and supporting our people in being trustees and school governors. Working with Inspiring Governance, we are supporters of the School Governor Champion Charter and we invited the organisation to deliver a 'lunch and learn' session with our people. This focused on the particular topics and challenges most important for school governors to address, particularly in the context of the pandemic. In Bristol, a number of law firms have come together, facilitated by the Bristol Law Society, to amplify community efforts. Through our ongoing involvement within this Bristol legal sector collaboration, we have placed additional focus on supporting trustees and have supported a series of webinars.

Through the first lockdown we made a number of financial donations, including to the main emergency relief fund in Bristol coordinated by the Quartet Community Foundation and to various charities connected with our charitable theme 'No Child Goes Hungry' in Bristol and Edinburgh. We donated mobile phones to the local Wellspring Community Group, helping some of the most

CASE STUDY

Helping clients with contracts through the pandemic

The pandemic meant that many commercial contracts were being put under pressure, as one or both parties looked to suspend, vary or exit. In response, we launched our new Online Distressed Contracts Toolkit to help clients identify, navigate and work through the complex issues and to highlight commercial and legal routes to a solution.

We developed and deployed the toolkit for over a hundred clients within two weeks of lockdown, using our agile approach to rapid client solution development. It is designed for in-house legal advisers and senior commercial managers, providing a clearly mapped user journey to navigate the complex contractual options, including risks involved in using force majeure.

The platform combines the knowledge of our leading experts in this fast-moving field, to provide a robust risk-based methodology to analyse contract risk using guidance, decision trees and intelligent document automation to produce a concise risk report. The methodology addresses where a client wishes to suspend or exit a contract or where a supplier or customer is proposing to do so.



Burges Salmon

COVID-19: Online Distressed Contracts Toolkit

COVID-19 is putting many commercial contracts under pressure as one, or both parties look to suspend, vary or exit. Our **Online Distressed Contracts Toolkit** helps you identify, navigate and work through the complex issues, as well as suggesting commercial and legal routes to a solution.

Designed for in-house legal advisors and senior commercial managers, this web based toolkit can be accessed from anywhere. It provides a series of options, using guidance and decision trees, to help navigate the contractual options depending on the wording of your contract.

Risk mitigation Providing a step-by-step process for working through force majeure or other contractual	Meaningful outputs The system considers which party (you, your client or	Access to experts Guided analysis from the toolkit means you find the right legal matter should your assistance required, to the lawyer and the right solution to smooth process saves us time.	24/7 Accessibility Available 24/7, our secure online self-assessment tool allows your team to work through a consistent methodology quickly and efficiently and when convenient to them.	A trusted platform Combining the knowledge of our leading experts in this fast-moving field, the toolkit saves time and allows you to decide how best to triage and prioritise action to manage your contractual obligations.
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Online Distressed Contracts Toolkit, contact your Burges Salmon contact.

www.burges-salmon.com

We have been delighted with the client feedback, which included:

“I’ve just used the app for the first time. It’s really user-friendly and intuitive, and will be a great way of carrying out, and recording, initial analysis” and; “Very impressive, particularly given the speed with which it’s been developed.”

Collaboration and collective impact

vulnerable stay connected and get the support they need.

Despite the economic uncertainty, we maintained our financial commitments to all our community partners and the momentum for our charitable fundraising theme. Our people were able to donate their last hour's earnings to raise money for World Hunger Day and at Christmas, we raised funds with a social event and auction. During 2020, we produced a Burges Salmon cook book that was sold in aid of our charitable initiative to fight child hunger, with proceeds going to organisations helping to deliver food to those in need in Bristol and Edinburgh. As part of that initiative, we held a number of charitable virtual cook-alongs.

Our support for the charitable theme of 'No Child Goes Hungry' followed on from the previous year and the hugely successful collaboration to support Feeding Bristol's Healthy Holidays project. The project tackled the issue of vulnerable children lacking access to food during the school holidays and saw several firms come together to raise funds and provide volunteers. In respect of this collaboration, we are proud the firm was highly commended in the 'CSR Innovation – Multi-Firm Projects' category at the Legal Innovation Awards. We were specifically named, alongside the other participating law firms.

CHARITABLE THEME 'NO CHILD GOES HUNGRY' PARTNERSHIPS AND COLLABORATION



Blueberry pancakes

Recipe contributed by trainee solicitor, Claire (pictured) who, like many others on the right, left, both seem to be great fans of any food.

Serves: 2-4 (10-15 pancakes)
Prep time: 15 minutes
Cooking time: 10-15 minutes

Ingredients:
1 cup all-purpose flour
2 tsp baking powder
2 cracked bananas
Unsalted butter (melted) due to the convenience of butter consistency
Medium sized banana
1 large egg (beaten)
1 cup milk
1 cup blueberries
2 tbsp honey
Pinch of salt
Butter (melting) for cooking the pancakes
Chocolate shavings, vanilla extract, any topping of your personal choice

Instructions:
1. Measure out a measured mix
2. In a separate bowl, add the rest of the ingredients
3. In a large bowl, mix all ingredients together until well combined
4. Heat a frying pan on medium heat and add a little oil
5. Pour a small amount of the batter into the pan and allow it to cook for 2-3 minutes
6. Flip the pancake over and cook for another 2-3 minutes
7. Remove from the pan and serve with your chosen toppings
8. Repeat steps 4-7 until all batter is used



Cook book with recipes from the people of Burges Salmon including senior partner Chris Seaton and Roger Bull, managing partner (pictured above), with all profits raised going to fight the issue of child hunger in Bristol and Edinburgh

CASE STUDY

Power of the collective with Business in the Community

The firm has been proud to support Business in the Community (BITC) for many years. BITC is a network of like-minded businesses that are focused on driving the responsible business agenda forward with their products and services, supply chains, places of work, environmental impacts and communities.

We engage and support BITC by hosting events such as the annual South West Responsible Business Showcase, actively participating in the South West Leadership Board, participating in the BITC Responsible Business Tracker benchmark and supporting a number of their campaigns and initiatives. This included the main response to the pandemic with the formation of the National Business Response Network (NBRN).

Through BITC's vast local connections and leaders on the ground, with thanks to the support of organisations like our own, it formed the NBRN to identify national and local community needs and match support. As the impact of COVID-19 materialised, the need to link business support to community need in the right place at the right time and at the right scale was a key priority. The NBRN has been about enabling practical solutions.

Through our participation with BITC, we were able to share our own response to COVID-19 as a firm and as a business, helping to support the NBRN and to advocate for even wider business action.

By the end of 2020, the NBRN matched thousands of community needs to business offers including food donations, PPE, laptops, professional skills and accommodation. In addition to our own community support activities, we were pleased to respond to a number of requests posed through the NBRN including one asking for a donation of materials for PPE and another from a local charity 'The



Nick Diamond, BITC membership director, said:

"As the crisis hit, we quickly thought about how BITC could make an impact to address the needs of communities and how we could match those needs to local business. Within a couple of weeks BITC had built an online platform, put all the efforts of the delivery and impact team into resourcing the NBRN and mobilised our membership team to work with our 400+ members to see how they can support."



**The Prince's
Responsible
Business Network**

Green House' asking for professional skills support.

The Green House provides therapy to help people affected by sexual abuse and rape to recover from their trauma and help improve their mental health, wellbeing and

resilience. They required a review of their personnel management regime with a view to improve performance. Two members of our People Advisory team have been involved in supporting the charity.

COLLABORATION HIGHLIGHTS

VOLUNTEERING PARTICIPATION

53%



COMMUNITY INVESTMENT

£838,000



WORKING WITH SCHOOLS BENEFICIARIES

845



THE BRITISH LEGAL
AWARDS 2020 UK
LAW FIRM OF THE YEAR



C-19 BUSINESS PLEDGE



Objectives for 2021

- Engage at least 25% of our people in virtual volunteering opportunities
- Further embed the UN Sustainable Development Goals (SDGs) through participation in the UN Global Compact SDG Accelerator Programme
- Participate in relevant forums to accelerate collective responsible business action by sharing insights and through advocacy



UN Sustainable Development Goal



WE SUPPORT



UN Global Compact Principle

Principle 1
Respect of Human Rights

Performance summary

Key performance indicators (KPIs)


We have identified KPIs to measure our progress against each of the areas of our responsible business framework. Figures are collected throughout the year and collated annually or biennially. This assists us in continuous improvement, objective setting and targets.

Responsible business KPIs	2019/20	2018/19
MARKETPLACE		
ISO Standards (number)	4	4
Awards shortlisted or won (number)	40	36
Partners recognised by Chambers	67%	64%
Percentage of key clients either 'extremely satisfied' or 'very satisfied' (%)	88%	100%
Code of conduct (Anti-Bribery) e-learning completion rate (%)	99.5%	93%
Modern slavery e-learning completion rate for firm % (completed in last 2 years)	89%	56%
Business in the Community Responsible Business Tracker % Performance Score	52%	N/A
Suppliers paid within 60 days in financial year ending 30 April	77%	81%
COMMUNITY		
Volunteering (% of total workforce)	53%	62%
Hours volunteered (hours)	3061	3754
Pro bono hours (hours)	1467	1028
Community investment against operating profit (%)	2.39	2.18
Total community investment	838588	699000
Working with Schools programme – student beneficiaries (number)	845	963
Charity and educational trusteeships (number)	87	73*
Charity and educational trusteeships (number) as percentage of headcount %	11%	9%
Social Mobility Employer ranking	39	63
Community hosting number of visitors	3667	2656
WORKPLACE		
Headcount	822	833
Diversity and inclusion		
Female partner promotions (% of total promotions)	50%	40%
Female partners (% of partnership)	17%	20%
Female directors and senior associates (% of workforce)	51%	50%
Position of highest ranked in the Stonewall Equality Index (rank)	101	77
Wellbeing and engagement		
Turnover with our People	16%	13%
Absence through sickness (% of working hours)	1%	1%
ENVIRONMENT		
Electricity use (KwH)	2742378	2734452
Gas use (m ³)	113164	115166
Business travel emissions (tCO ₂)	333	336
Total CO ₂ emissions (tCO ₂)	592	790
Green commuting (% of employees)	77	77
Water use (m ³)	9296	11289
Paper use (sheets)	7767088	8493739
Hospitality waste (kg)	843	1141
Plastic usage (items)	56,956	103,417

* Figure restated from previous year to only focus on Trusteeships held in relation to community and educational organisations.

Aspirations review table

In our previous Responsible Business report, the first we produced, we outlined a number of key aspirations for the year 2020. Below is a summary of our progress and actions.

Framework area	Aspiration	Status	Progress
COLLABORATION 	To deliver as a member of the Business in the Community South West Advisory Board, enabling tangible collective action for social good	<i>Ongoing</i>	We hosted the South West Responsible Business Showcase, advocated for the National Business Response Network (to help match community asks to business offers) and are helping to drive a specific employability focus.
	To build on the initial success of the Bristol Legal Sector collaboration in terms of community impact and pro bono service	<i>Ongoing</i>	We have continued collaboration to support local charities focused on addressing child hunger, have participated in the Bristol Pro Bono Working Group and contributed towards a new focus on trustees with the onset of COVID-19.
	To support the UN Global Compact UK in its engagement with organisations on the Global Goals	<i>Achieved</i>	We hosted and participated in the UN Global Compact roadshow series entitled 'Making the Global Goals Local'.
WORKPLACE 	To rollout unconscious bias training to all our people	<i>Ongoing</i>	We have delivered unconscious bias training to our board members, senior managers and partners and plan further roll-out.
	To launch our gender balance network 'BBalanced'	<i>Achieved</i>	We launched our gender balance network in April 2020. They will assist in the delivery of our gender balance action plan which was informed by a survey with our people.
	To identify and train a team of Wellbeing Ambassadors and undertake a wellbeing audit	<i>Ongoing</i>	We have trained more than 40 Mental Health First Aiders (MHFAs). We are however yet to complete the wellbeing audit.
COMMUNITY 	To achieve 65% employee volunteering	<i>Not achieved</i>	Our volunteering rate for the year was 53%. We were unable to attain the 65% target as we had to cease face-to-face volunteering with the onset of COVID-19.
	To deliver fundraising events to support the charitable theme of 'No Child Goes Hungry'	<i>Ongoing</i>	We organised a number of fundraising events and donation opportunities including a Burges Salmon cook-book, virtual cook-alongs, sponsored challenges and World Hunger Day last hour's earnings donations.

	To deliver new work on curriculum with our partner school Fairfield High.	<i>Achieved</i>	We delivered a curriculum-based workshop to over 70 GCSE Geography students and established an approach for matching our expertise to curriculum topics.
<p>ENVIRONMENT</p> 	To achieve re-accreditation ISO 14001 (Environmental Management) and close out 100% of improvement actions	<i>Achieved</i>	We achieved re-accreditation in October 2020 and closed out the previous improvement actions. The surveillance audit identified only three new opportunities for improvement and we received positive feedback for the integration of the Edinburgh office.
	To analyse business travel and consider how to reduce its impact	<i>Achieved</i>	In light of COVID-19, we provided sustainable travel advice to our people for commuting and personal trips. We hope to learn from working virtually, to ensure future business travel is appropriate and reasonable, both in terms of client meetings and travel between our offices, so we can be greener and smarter.
	To identify a forestry partner, to achieve net zero carbon through renewables, energy efficiency and offsetting	<i>Achieved</i>	We have entered a formal agreement for carbon offsetting through a UK Woodland Carbon Code accredited provider, Trees for Life. It is a charity and our joint project supports rewilding and conservation.
<p>MARKETPLACE</p> 	To review our supplier audit process and engage our suppliers on the issue of modern slavery as part of a Supplier Engagement Day	<i>Achieved</i>	Identified top suppliers (by spend and potential exposure) and sent questionnaires to them. As a result, we organised modern slavery training for them.



"This year has been unprecedented and challenging. I'm incredibly proud of the firm and my colleagues in terms of the response, and in maintaining and furthering our responsible business commitments. I was particularly impressed with the continued focus on our charitable theme of the year and how colleagues continued to think of others, even when faced with furlough and uncertainty.

It's been fantastic to see the continuation of team spirit and the various internal networks led by our people that have been incredible at continuing to support morale. There's been important progress with our environmental agenda, with new investment in carbon offsetting and a public ambition for Net Zero. If we've achieved all this during a pandemic I can't wait for next year!"

Kirsty Green-Mann, Head of Corporate Responsibility



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We welcome comments and feedback on our Responsible Business Report, please contact a member of the Corporate Responsibility Team or email us at **corporate.resp@borges-salmon.com**

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We invest in people Gold