



CLYDE&CO

Responsible Business Report 2021



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Contents

03

Message from our Senior Partner and CEO

2021 at a glance

Awards

Firm-wide Initiatives

Our global office network

21

Celebrating Pride Month

Sharing lived experiences

Partnerships

Looking ahead

09

Social Mobility

Partnerships

Charity support

Looking ahead

25

Mental Health at Work

Mindful Business Charter

Supporting our people

Looking ahead

13

Young Lives

Equality before the law

Sustainability and Climate Change

Looking ahead

28

Human rights and labour standards

Employment

Training

Our suppliers

Anti-bribery and corruption

17

Our approach

Net zero Emission and related initiatives

Affiliations and Certifications

Using our legal expertise to tackle the effects of climate change

Looking ahead

31

Introduction

Message from our Senior Partner and CEO

As a global law firm, we believe that to maintain the trust of clients, regulators and our people around the world we must strive to be a truly responsible business in all respects. This means being responsible by setting and achieving the highest standards of business conduct and professionalism. Being a responsible employer, by giving our people the support, tools and the working environment they need to feel their best, so they can give their best and fulfil their potential. Being a responsible neighbour, by contributing and giving back to the communities in which we operate. And being responsible to the environment and taking responsibility for our climate change obligations.

This annual responsible business report highlights the progress and efforts we have made in this regard and our progress against the UN Global Compact framework, of which we are a signatory.

During 2021 we were pleased to become a founding member of the Net Zero Lawyers Alliance, an industry-led group of leading law firms, established to accelerate the transition to net zero emissions by 2050. We have committed to the adoption, during 2022, of a net zero emissions strategy which will be formally approved by the Science Based Targets Initiative.

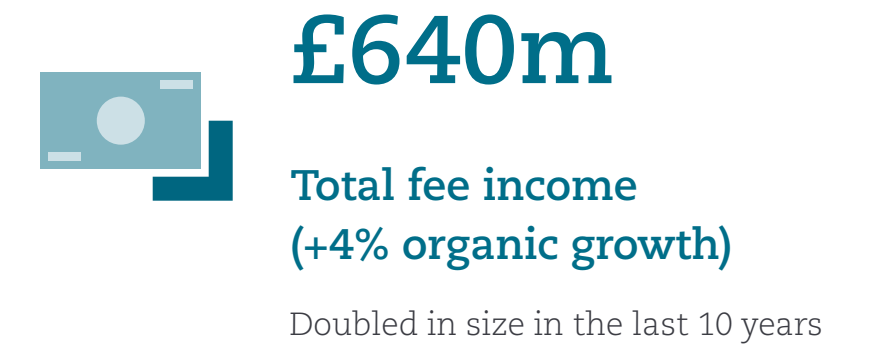
We recognise that creating a diverse workforce and an inclusive culture are vital to the success of our business, but that progress has often been slow, despite best efforts. Our new Diversity and Inclusion Steering Group was formed to ensure that we are giving this business-critical area the right level of focus, attention, and investment to make lasting and meaningful progress.

We remain focused on supporting charities and communities around the globe, for example through our 'Inspiring Young Lives' programme, which helps young people to develop the skills they need for the future. We have made donations to help charities helping the recovery from Covid-19, including supporting food banks, providing laptops to young people and donating to global vaccinations programmes.

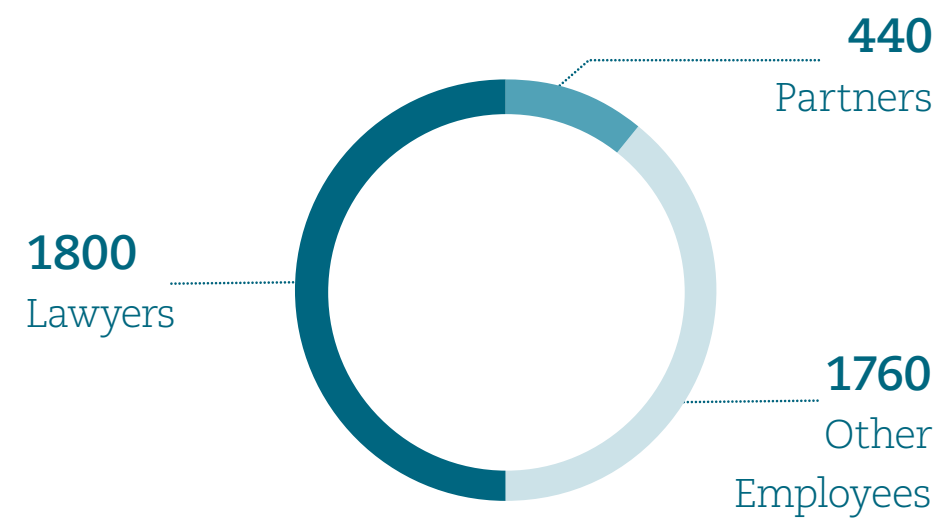
The pandemic has left the world more complex and volatile than ever and we believe that in this context, staying true to the principles of the UN Global Compact and maintaining our commitment to being responsible business are as crucial than ever.

Introduction

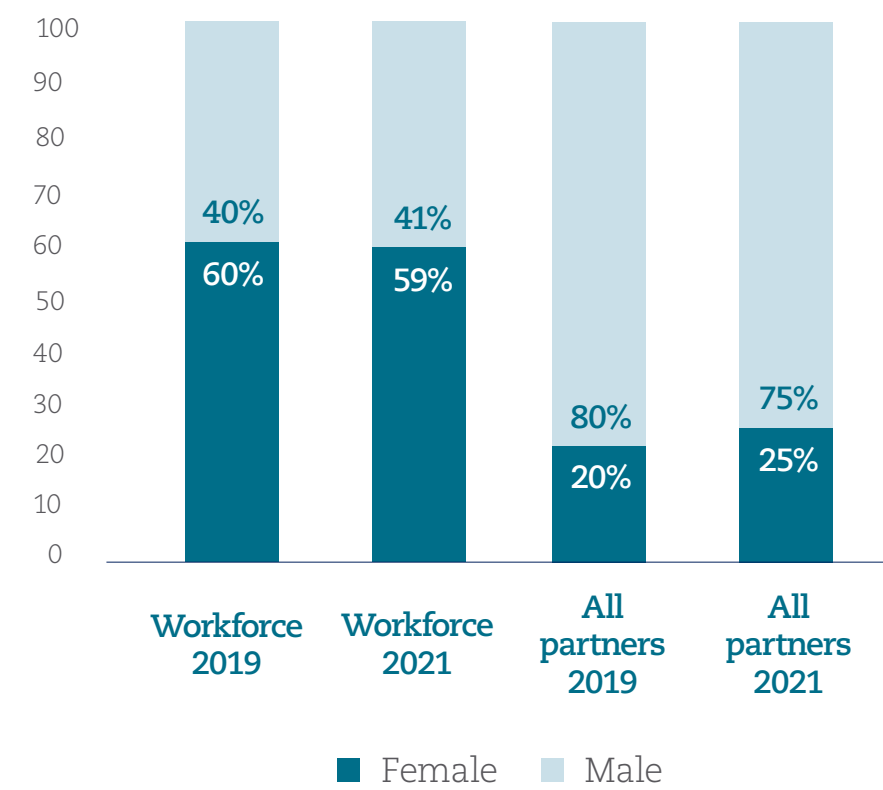
2021 at a glance



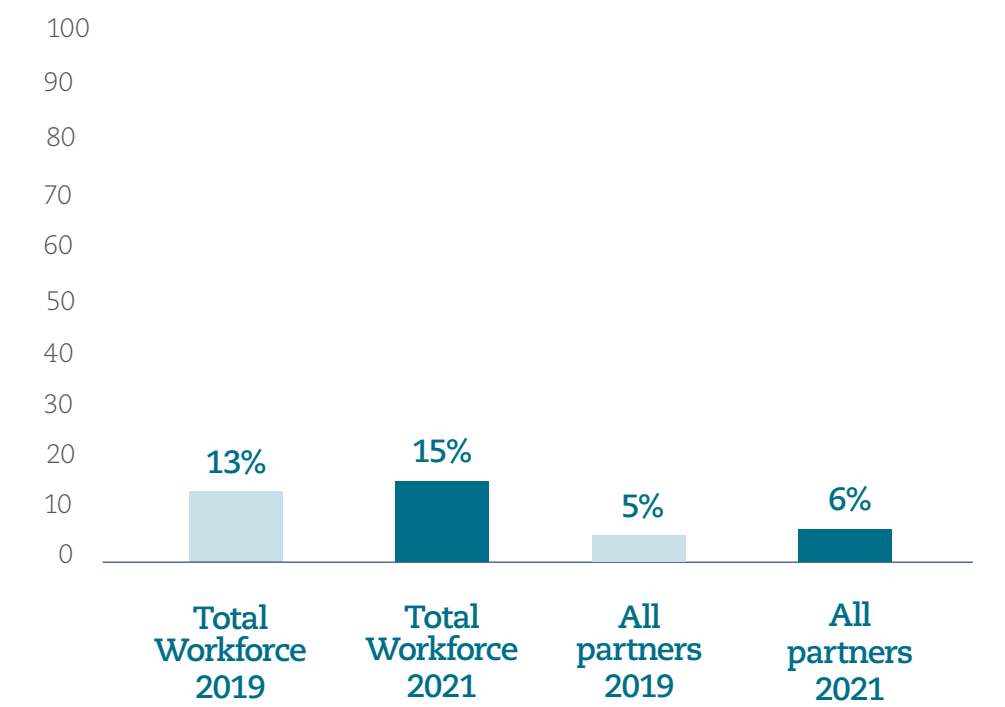
Our people & culture



Gender Diversity



Ethnic Diversity



Percentage of Minority Ethnic workforce (as a proportion of all respondents)

Awards

Best Employer Supplier Partnership at the ISE Awards' in partnership with Bright Network

Winner of Outstanding Employer and Supplier Recruitment Partnership at the Institute of Student Employers Awards 2021

Awarded Best Apprenticeship Initiative in the UK at People in Law Awards 2020, HR in Law Awards 2020

Placed in the top 75 employers in the Social Mobility Employer Index in 2021, ranked at number 53

Awarded Best Coaching & Mentoring Initiative at the CIPD Middle East virtual awards ceremony 2021

Voted as one of the top student employers in the UK in The 2021 Cibyl School Leaver Research UK survey

Winner of the Best Virtual Assessment Experience at the Target Job Awards, 2021



Introduction

Firm-wide initiatives

Joined the **Rare Race Fairness Commitment**, aimed at combating the career obstacles faced by black and other ethnic minority lawyers.

Joined the **Mindful Business Charter**, committing to address the avoidable stresses in our working practices and to promote healthier and more effective ways of working.

Launched our **Diversity Scholarship** in the US which is open to those who have historically been underrepresented in the legal industry.

Joined the **Business Disability Forum** to further our focus on disability inclusion.

Launched **Reverse Mentoring Programme** to increase conversations around D&I.

Undertaken an independent review of our framework and practice to support mental health, running surveys and focus groups globally, to inform our future approach to wellbeing.

Launched our **Global Diversity & Inclusion Steering Group** to help embed D&I in every aspect of the firm's culture.

Established **employee network groups** to provide a platform for colleagues around the firm to share their opinions and thoughts on D&I.

Founding member of the **Net Zero Lawyers Alliance (NZLA)** to accelerating transition to net zero emissions by 2050. The NZLA launched on 30 June 2021 during London Climate Action Week (LCAW).

Joined the **DIS ERA Pledge Gender Champion Initiative** in Germany which raises awareness of gender equality in international Arbitration

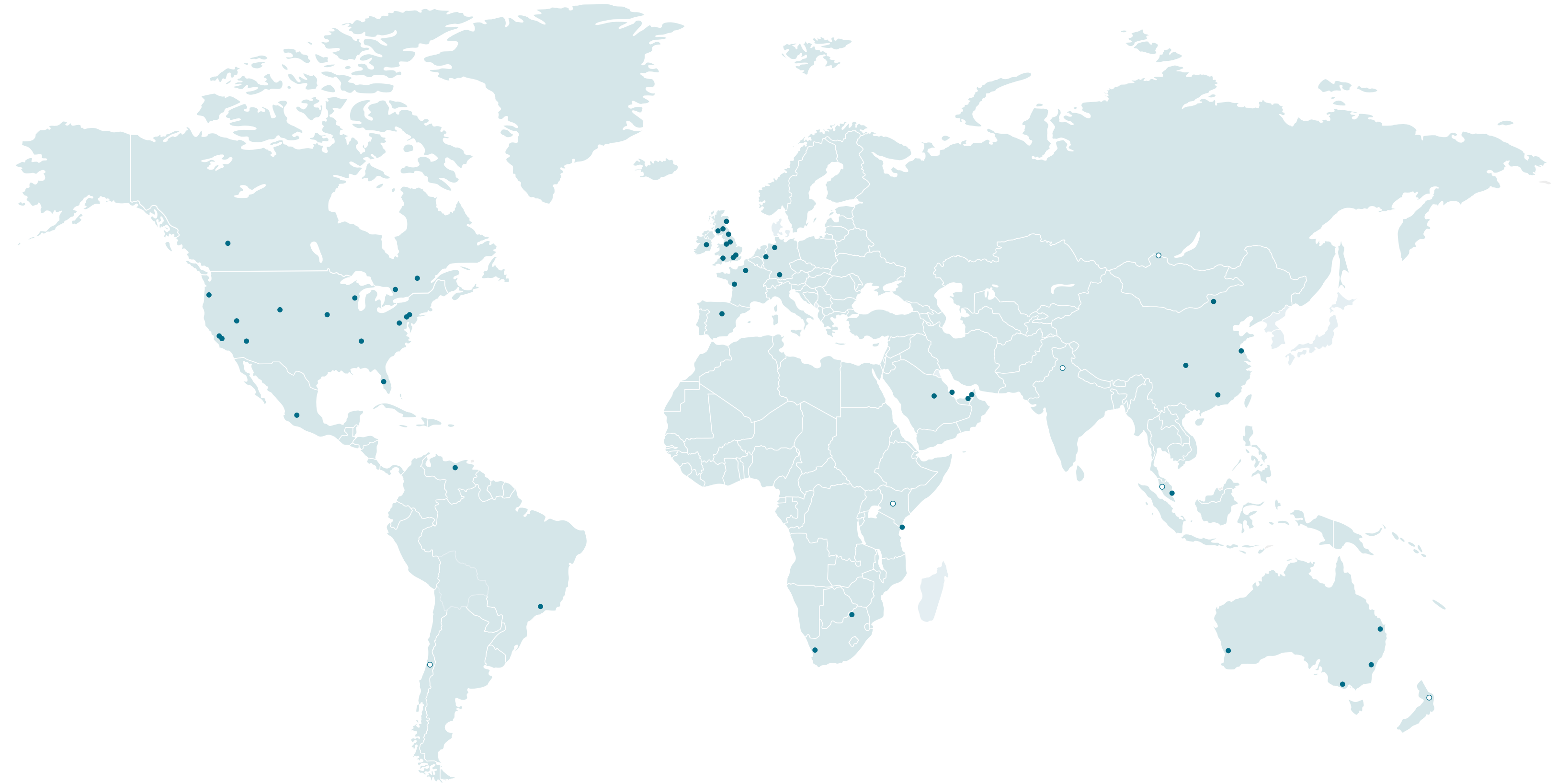
Launched the **Clyde & Co Academy** designed to give students of underrepresented ethnic, cultural and racial backgrounds the chance to gain new skills, connections; and the in-depth knowledge to succeed in a career in law

Signed up to **Mansfield Rule in North America & UK** committing the firm to affirmatively consider at least 30% women, lawyers of colour, LGBTQ+ lawyers, and lawyers with disabilities for senior position.

Introduction

Our global office network

- Clyde & Co offices
- Associated offices



Click on regions to view office details

- Atlanta
- Caracas
- Chicago
- Denver
- Kansas City
- Las Vegas
- Los Angeles
- Mexico City
- Miami
- Montréal
- New Jersey
- New York
- Orange County
- Phoenix
- San Francisco
- Santiago*
- São Paulo
- Toronto
- Vancouver
- Washington, DC

- Aberdeen
- Bristol
- Dublin
- Düsseldorf
- Edinburgh
- Glasgow
- Guildford
- Hamburg
- Leeds
- London
- Madrid
- Manchester
- Munich
- Nantes
- Newcastle
- Paris

- Abu Dhabi
- Doha
- Dubai
- Riyadh

- Cape Town
- Dar es Salaam
- Johannesburg
- Nairobi*

- Auckland*
- Beijing
- Brisbane
- Chongqing
- Hong Kong
- Kuala Lumpur*
- Melbourne
- New Delhi*
- Perth
- Shanghai
- Singapore
- Sydney
- Ulaanbaatar*

Community matters



Community matters



We encourage our people around the globe to support the communities in which we operate with their skills and time. We believe that charitable activity in our communities makes a difference and really matters.

We want to have a positive impact on the communities in which we operate and beyond. We partner with charities around the world, alongside financial support, we can help through volunteering opportunities and offering our time and skills.

The theme for our community programme is 'Inspiring Young Lives' and we work with schools, colleges, community groups and universities to help young people to build skills. For our people wishing to fundraise for the causes they personally support we have a matched fundraising policy.

Social Mobility

To ensure that as a business, we were taking the right action towards a more inclusive workplace, we worked to enter the Social Mobility Employer Index. This index, launched by the Social Mobility Foundation, is the leading authority on employer-led social mobility.

The Index benchmarks employers on the actions that they are taking to ensure open access and progressing talent from all backgrounds. For the first time ever, Clyde & Co placed in the top 75 employers, at number 53. This achievement was commended by the Social Mobility Foundation as employers who are taking the most action to ensure we are widening participation from a broad range of backgrounds. Our work around routes to employment through apprenticeships, community outreach and advocacy from senior level were highly commended and part of the reason for our placement in the index.

Partnerships

We are pleased to launch a new project that will positively impact young job seekers, who have been disproportionately impacted by the pandemic.

To support young people, aged 18- 24 who are not in education, employment or training, we have launched a new digital mentoring programme working in partnership with My KindaFuture and the Job Centre Plus in the Newton Heath area of Manchester. Through this programme our volunteers are supporting young people with advice and information to help them secure employment.

We continue to work in partnerships with schools in our local communities and have sustained to adapt programmes to support young people during the pandemic. Our reading scheme programme, which aims to support year 5 students to develop literacy skills, has moved to a Pen Pal's programme. We have also moved our monthly mentoring sessions with sixth form students to an online platform, to ensure we can continue to offer career advice and help young people from all backgrounds to access the legal profession.

To help to ensure that all children were able to access education during the school closures caused by covid, we provided laptops which were distributed to children from low income families who would otherwise be unable to access online learning.

Community matters

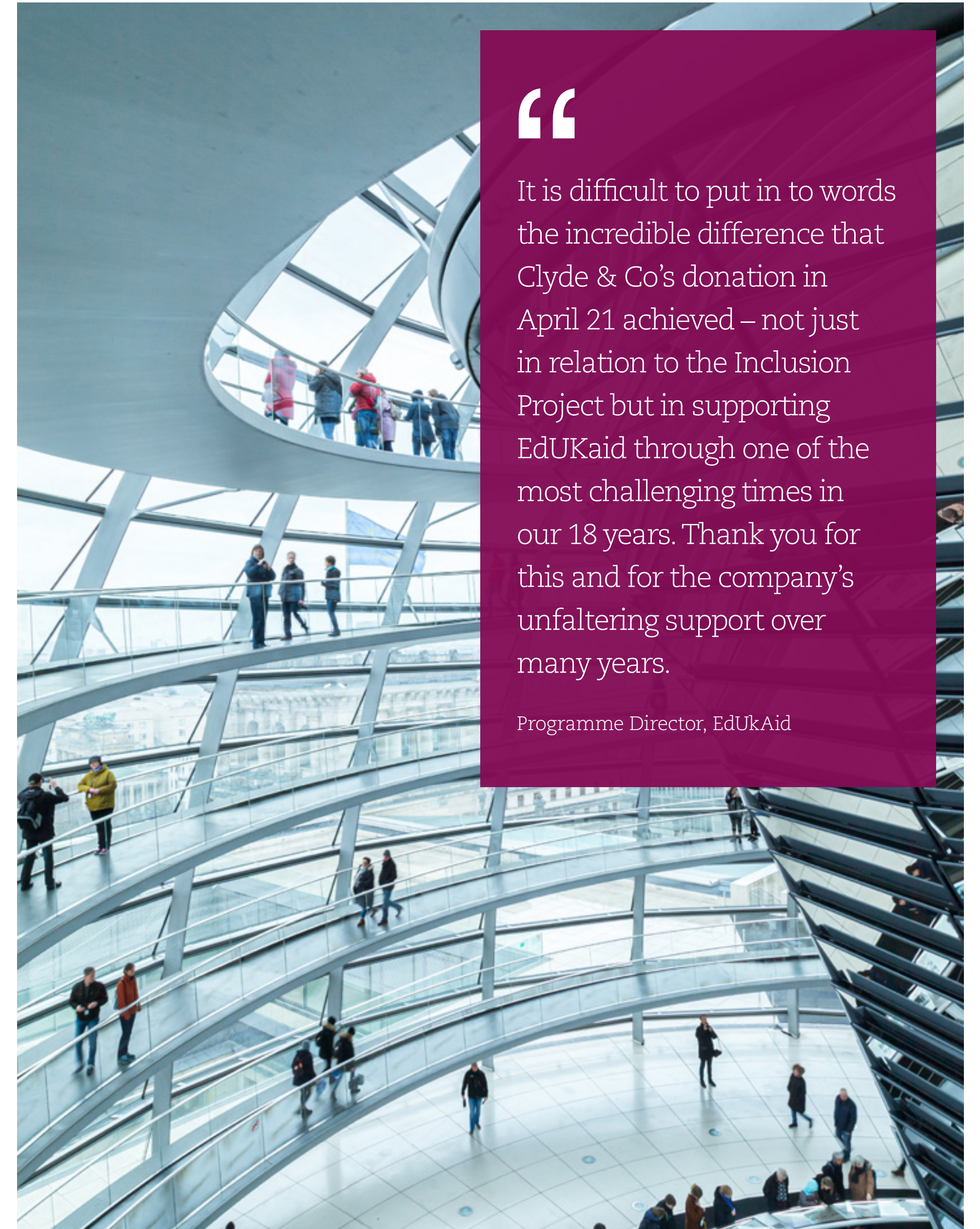
Charity support

As part of our ongoing support to help communities and reach those most in need we donated GBP 20 thousand to UNICEF to support the roll out Covid-19 vaccines for front-line workers and those most vulnerable. Our donation was matched by Z Zurich Foundation, resulting in a total donation of GBP 40 thousand.

To adapt to the changes to how we live and work we moved our fundraising events online with many of our offices taking part in virtual running, walking and cycling challenges. In the UK we have raised funds for our UK charity partner, children's mental health charity Place2Be, through a series of 5k running challenges. In our Asia Pacific (APAC) offices we participated the STEPTember challenge, with participants walking, swimming or cycling to get to 10,000 steps per day for 28 days. The stepping and fundraising efforts go a long way in improving the lives of children and adults living with cerebral palsy.

To raise awareness of and encourage conversations around Mental Health, the North America region participated in a month-long 'Walktober' event, which challenged our people to work together to virtually cover the distance between all of our North America offices (over 9,000 miles), beginning in Vancouver and ending in New York city. In addition to sparking open conversations and competition, we raised funds for two mental health charities in the region.

Our Middle East and Africa (MEA) offices have also continued to support a number of charity partners including the Al Jalila Foundation, Orbis, Mission to Seafarer and SOS Children's Villages, adapting to virtual fundraising events. This has included a cycling challenge for EdUKaid, a charity that helps the poorest children in Tanzania to get the education they need and have the chance of a better life. We were delighted to be awarded the Dubai Chamber CSR Label for the fourth time in 2021. The framework recognises CSR best practices, alongside social and environmental initiatives.



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It is difficult to put in to words the incredible difference that Clyde & Co's donation in April 21 achieved – not just in relation to the Inclusion Project but in supporting EdUKaid through one of the most challenging times in our 18 years. Thank you for this and for the company's unfaltering support over many years.

Programme Director, EdUKaid

Community matters

Looking ahead

We have made progress with moving many of activities to a virtual format. As we transition to hybrid working we will continue to review our fundraising and volunteering activities to ensure that we are making an impact and helping young people to raise their aspirations, develop their skills and learn about the world of work.



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Thank you Clyde & Co for playing a role in our Covid-19 vaccines work and for helping societies, economies and communities to recover from the pandemic. We are so grateful for your support at this critical time.

UNICEF UK

Pro bono matters



Pro bono matters



As a global law firm, we have a social responsibility to provide pro bono assistance to enable communities around the world to secure fair access to legal advice and justice. Our lawyers donate their legal skills and expertise to provide both global and local pro bono support to those individuals and organisations who need it most and where it really matters.

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

Whilst recognising that pro bono is an adjunct to, and never a substitute for, a proper system of publicly funded legal services, by providing pro bono support we aim to assist those whose legal needs would otherwise be left unmet. We therefore encourage our lawyers to take part in pro bono work through our policy that allows them to receive credit towards their billable hours targets for up to 50 hours of time spent on pro bono initiatives.

The focus of those initiatives continues to be on having a positive impact on the communities around us and, having assessed the key issues facing those communities, our pro bono work broadly falls into three pillars: Young Lives, Equality before the Law, and Sustainability & Climate Change.



Pro bono matters

Young Lives

Our first pillar aims to enable children and young people to access the support they need.

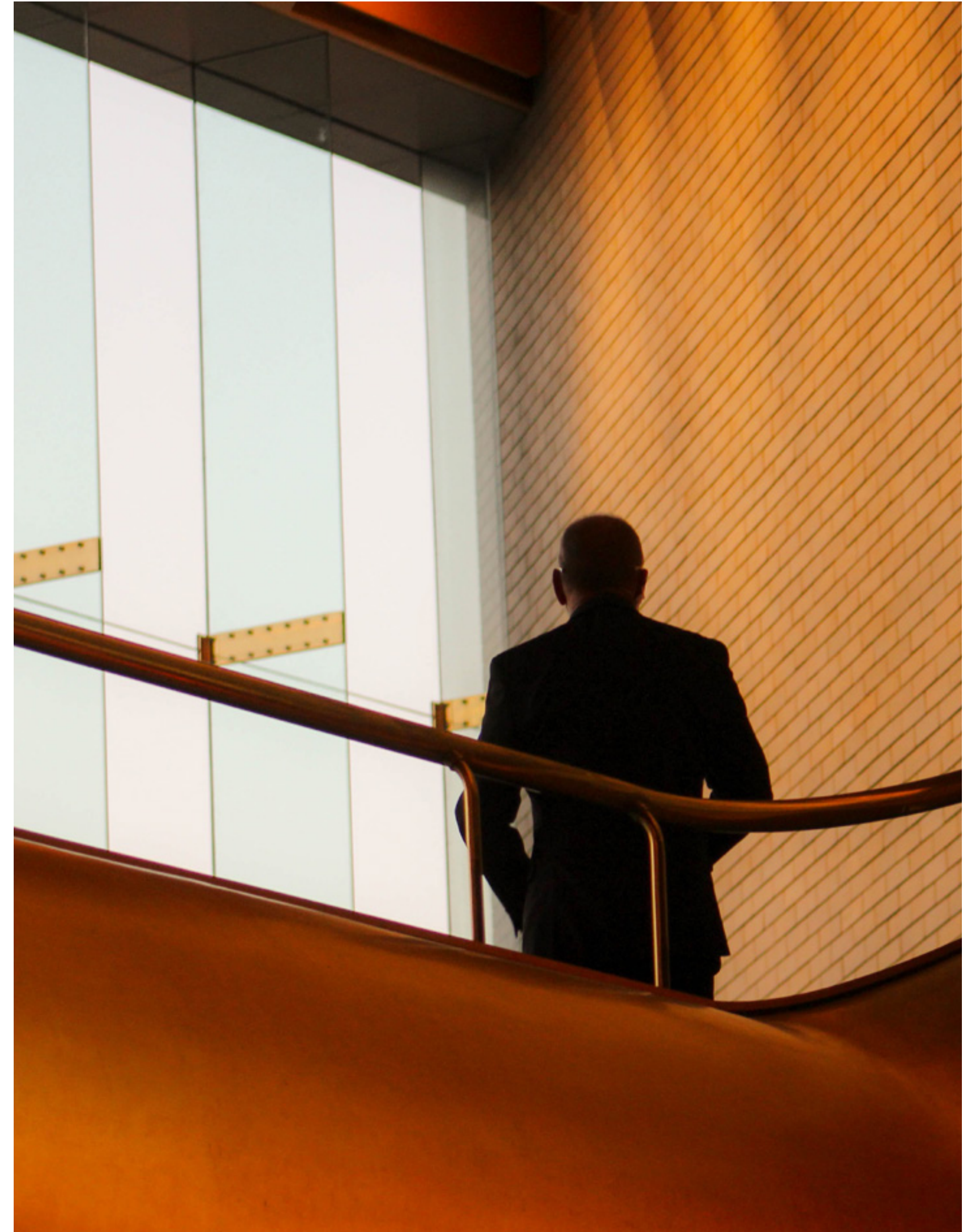
We use our commercial legal expertise to advise charities that support young people, such as Manzil, a non-profit education centre in the UAE that caters to children with cognitive and physical challenges.

We also run pro bono projects that empower young people and their families so they do not have to navigate legal processes and their legal issues alone. Through these projects, our lawyers partner with specialist practitioners from front-line legal advice services to work in areas of law outside of their day-to-day practice areas. For example, across our offices in the UK and the US, we partner with the charity Kids in Need of Defence to provide specialist, quality legal representation to children and young people with irregular or temporary immigration status. In the US we also work with The Alliance for Children's Rights to help caregivers establish legal guardianship of their wards and to facilitate foster care adoptions of vulnerable children.

Equality before the law

Our pro bono practice seeks to uphold the principle that all people must be equally protected by the law. We are proud to be a member of several organisations that support communities and individuals affected by racism, promote racial equity and use the law as a vehicle for change, such as the Law Firm Anti-racism Alliance and the Alliance for Asian American Justice.

In the UK, we collaborate with LawWorks on various projects including The Welfare Benefits Advocacy Project which enables our lawyers to represent individuals who are appealing decisions about their disability benefit awards. We also provide legal operational advice to our charity partners, such as Broken to Brilliant which strives to reduce the long-term impact of domestic violence in Australia by increasing financial independence, decreasing distress, and providing opportunities to survivors through education, life-skills training and social support networks.



Pro bono matters

Sustainability and Climate Change

Our final pro bono pillar has encompassed a broad range of advice this year, from advising on rewilding issues to collaborating on climate-related legal reports to drafting climate conscious clauses.

In particular, our involvement in The Chancery Lane Project over the last year has seen lawyers from the global firm participating in events to draft new climate-conscious contractual clauses, facilitating those events, peer reviewing resulting clauses and supporting our colleagues' practices to encompass the practical considerations of climate change. We have also seconded a UK trainee to The Chancery Lane Project to support the charity's work and increase its capacity.

We also work with Legal Response International to provide legal support to climate-vulnerable developing states and non-state actors, including during international climate negotiations. During COP26 we did this in various ways, including sending an accredited trainee with the LRI delegation, sponsoring a delegate from a developing country to take part and providing general logistical support.

Looking ahead

We intend to build on the progress we have made over the past year and will extend our efforts to increase fee earner participation and to foster a strong pro bono culture within the firm. We expect climate change and inequality to be two key issues where the pro bono sector can add value, and we will continue to address those through our existing partnerships and by forging new relationships.





Environment matters

Environment matters



We take our environmental responsibilities as a global law firm very seriously. We are signatories to the UN Global Compact and are founding members of the Net Zero Lawyers Alliance. We are taking active steps to reduce the impact that our business has on the environment both near and long term. Operating our business in a responsible and sustainable manner really matters.

As a global law firm, we take our environmental responsibilities very seriously. It is evident that climate change is one of the most significant challenges of our time. We are fully committed to reducing our carbon emissions footprint, to adopting environmentally responsible commercial practices and strategies and to supporting and encouraging, our clients and peers to achieve their own decarbonisation goals.

Our approach

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

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

“

In my lifetime, I've witnessed a terrible decline. In yours, you could and should witness a wonderful recovery

David Attenborough, COP26, 2021

Environment matters

Net zero emissions strategy

In June 2021 we became a founding member of the Net Zero Lawyers Alliance (NZLA), an industry-led group of leading law firms, to accelerate the transition to net zero emissions by 2050. As a member of the NZLA we have specifically committed to:

- a. Develop (and encourage and support law firms in less developed countries to develop) verifiable Net Zero 1.5 aligned emissions targets for review at least every five years, with a view to prioritising reductions (i.e., zero emissions) and using only high integrity removal units for hard to abate GHG emissions, which will be registered on the [UNFCCC Race to Zero Global Climate Action portal](#)
- b. Work with clients to offer legal services, where possible, that align with and facilitate client decarbonisation goals consistent with Net Zero, which will be achieved through:
 - i. enhanced capacity building and training, and
 - ii. industry-wide collaboration to facilitate systemic change in law and legal practice to transition to Net Zero by working to convert net zero ambition to obligation
- c. Set an interim target for implementing firm lawyer capacity building and training in accordance with NZLA training modules, or equivalent, and monitor its impact on our firm's legal services
- d. Set an interim target for participation in collaborative initiatives aimed at facilitating systemic change in law and legal practice to facilitate transition to Net Zero and monitor the impact of these on our firm's legal services
- e. Continue through the NZLA to look for innovative ways to work together cooperatively to advance commercial law instruments and services, including in close collaboration with the UNFCCC Race to Zero and its official Partnerships.

The Science Based Targets Initiative (SBTi) is a collaboration between CDP (formerly known as the Carbon Disclosure Project), the United Nations Global Compact (UNGC), World Resources Institute (WRI), and the World Wide Fund for Nature (WWF) and one of the We Mean Business Coalition commitments.

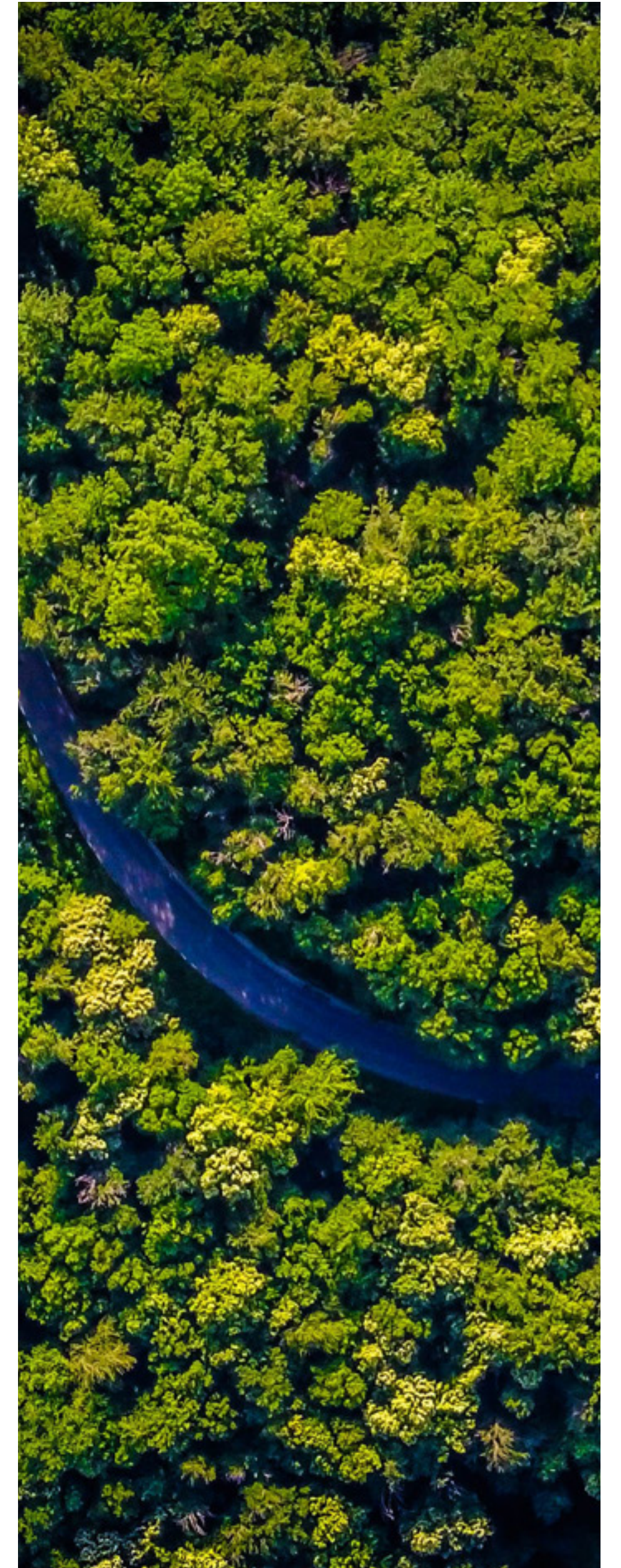
The SBTi defines and promotes best practice in science-based target setting with the support of a Technical Advisory Group, and independently assesses and approves companies' targets.

Science-based targets translate the level of climate action needed globally down to a corporate level. A greenhouse gas emissions target can be considered 'science-based' if the emissions reductions it requires are in line with keeping the global temperature increase at or below 1.5°C compared to preindustrial temperatures by mid-century (2050).

In December 2021 our Management Board approved the adoption of a "Near Term" science-based 1.5° aligned, emissions reduction target over a 5–10 year period, coupled with a "Long Term" target that delivers a 90% reduction in our emissions by 2050 with any residual emissions offset. This would qualify to be "Net Zero" strategy approved by the SBTi .

We plan to submit our proposed SBTi targets in the Spring of 2022 for approval by the Summer of 2022. The proposed targets will be credible, authentic and underpinned by a clear time-phased roadmap to achieve them with confidence.

For legal services firms, like ourselves, there are three broad areas of decarbonisation that we need to focus upon to deliver upon our net zero strategy.



Environment matters

► Operating energy efficient and low-carbon workplaces

Carbon emissions from energy used directly and indirectly on our sites forms a significant proportion of our total GHG footprint. By reducing our overall footprint and by investment in energy-saving technologies, such as smart buildings fitted with building management systems and LED lighting, lead to reduced energy consumption, and therefore reduced operating costs and carbon emissions.

Similarly switching to renewable electricity tariffs not only has the immediate advantage of reducing the emissions from consumption, but also reduces our exposure to the longer-term risk of increasing prices of non-renewable electricity resulting from legislative changes to the price.

We have in the UK signed up to the Legal Renewable Initiative, making a commitment to source 100% renewable energy from certifiable sources, across all offices by 2025. As our strategy develops, we would expect to make similar global commitments wherever practically possible.

Strategically, in 2018, we set out to reduce our global office footprint by a minimum of 20% over 5 years. Our ability to work in a much more agile manner during the COVID19 pandemic revised our strategic ambition, in 2020, to now being a reduction of 45% in our global office footprint by 2025.

From our baseline of 986,000 sq. ft in 2018, we have committed to and are enacting plans now which will see our footprint reduce by 215,000 sq. ft (22%) by October 2022; circa 50% of our target reached with three years remaining.

► Using sustainable business travel

Due to the nature of the legal services sector, it is not realistic to expect a complete cessation of business travel. Our net zero strategy will seek to deliver a reduction in business travel emissions through both reducing the amount of travel required by our people and making business travel more sustainable. Business travel can also be made more sustainable by addressing the mode and class of travel taken by employees.

To this end the firm has launched Travel wise, a UK wide program aimed at smarter travelling. This encourages early booking, alternative modes of travel, and aims to reduce our overall travel footprint.

Our long-term plans include implementing IT resources to make travelling less of a necessity as we continue work done to date building a virtually enabled work environment.

In September 2021 we implemented a hybrid model of working for all of our UK employees with an expectation that they will work, on average, 2-3 days per week in the office and 3-2 days per week remotely and as such have also reduced the business commute. As our strategy develops, we would expect to make similar changes to working practices globally wherever practically possible.

► Maintaining a low carbon and resilient supply chain

Akin to business travel, emissions from purchased goods and services form the largest part of our emissions footprint. We recognised that few aspects of the net zero transition are more complex and more challenging than the need to decarbonise supply chains. We therefore established a global procurement function in 2019. We are now systematically engaging with our own suppliers to fully understand their environmental record, and ensure they have appropriate targets in place to reduce their emissions footprint in the future. We will move towards purchase decisions being partly based on the environmental record of our supply chain and their impact on our overall operational impact.



Environment matters

Affiliations and certifications

In 2019, we joined the Legal Sustainability Alliance in the UK, an inclusive movement of law firms and associated networks, working together to take action to improve the environmental sustainability of their organisation.

In 2021 we also joined the Australian Legal Sector Alliance, an industry-led association in Australia working collaboratively to promote best practice sustainability commitments and performance across the legal sector.

As our strategy develops, we would expect to make similar global commitments wherever practically possible. For some of our offices, this will involve influencing our landlords to procure their energy differently.

In 2021 we were also accredited with our ISO 14001 Environmental Management Certification. This is the international standard for environmental management systems and will help control our environmental aspects, reduce impacts and ensure legal compliance.

Using our legal expertise to tackle the effects of climate change

Our Climate Risk team helps clients understand their current risks in regards to climate change, prepare their business for future risks, and evolve in a way to capitalise on the opportunities created by the transition to a low carbon economy. We were actively involved in COP26 in Glasgow. Nigel Brook, who leads the firm's global campaign on Resilience and Climate Change Risk, is helping build a body of know-how and raise awareness of climate-related legal duties and potential liabilities. Our [Resilience Hub](#) gives more information.

Looking ahead

The pandemic experience has accelerated the environment and climate change right to the top of the business agenda, and has provided a once in a generation opportunity for a true "green recovery". By the Summer of 2022 we will have very clear emissions reduction targets in place underpinned by a clear time-phased roadmap to achieve the targets with confidence. We are delighted that our people around the world are becoming more environmentally conscious every day and taking action. We will continue to encourage local initiatives to tackle issues. We will implement longer term changes that will continue to reduce our impact on the environment.



Inclusion matters



Inclusion matters



We recognise that creating an inclusive culture is vital to the success of our business. As a global law firm developing innovative inclusion programmes really matters.

We recognise that creating a diverse workforce and an inclusive culture are vital to the success of our business. The global Diversity and Inclusion (D&I) Steering Group was recently created to help set out our vision, ambition and strategy for D&I and ensure that as a firm we are giving this business-critical area the right level of focus, attention, and investment to make sustainable and meaningful progress.

We have recently developed a new vision and strategy framework for D&I which focuses on increasing representation, particularly at partner level and leadership positions, improving our data analysis to better understand our challenges, and a renewed focus on understanding the different perspectives and experiences of our people.

As part of our focus to increase diversity in leadership roles we have committed to the Mansfield Rule in our US and UK offices. The Mansfield Rule, run by the Diversity Lap, encourages greater diversity by asking participating law firms to consider at least 30% under-represented candidates for lateral hire roles, senior leadership positions and business development activities. We were proud to have achieved certification in the US and have joined the UK pilot which launched in July 2021.

We further deepened our relationship with Diversity Lab by joining their OnRamp200 programme in the US, which is a re-entry platform that matches experienced female lawyers returning to the workforce with law firms and legal departments for year-long paid Fellowships. We believe taking a hiatus from your career should not be a barrier to your progression. Almost 90% of previous Fellows have been offered a full-time role at the end of their program, with a third being attorneys of colour.

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Creating and fostering a working environment that is diverse and inclusive is a key priority for the firm. Like the legal profession as a whole, we have made significant progress in recent years, but we have much further to go to achieve our goals. That's why joining initiatives like the Mansfield Rule is important as it increases accountability and gives us targets on which to focus and measure our progress.

Carolena Gordon, Senior Partner

Inclusion matters

Sharing lived experiences

The first iteration of our Reverse Mentoring program launched in the UK and North America, building on the success of our existing Global Mentoring Program. This initiative provided both mentors and mentees the chance to learn about different perspectives, serving as an opportunity to increase conversations around D&I, all while continuing to focus on personal and professional development. In this program, the mentor role was for anyone from an underrepresented group in the legal industry. The mentee role was for anyone in a senior position at the firm who wanted to build a mutually beneficial learning relationship with someone outside of their existing network

Participants were provided with training and resources and encouraged to meet monthly. We plan to build on the success of this program by utilizing our technology platforms and making it available to all regions.

Our employee network groups continue to provide a crucial platform for colleagues around the firm to share their opinions and thoughts, to raise awareness and to identify the areas where they can drive change and help advance the diversity agenda.

Gender Equality at Clyde & Co (GECCO) focusses on gender equality, Pryde & Co is our LGBTQIA+ network and our Achieving Cultural & Ethnic Diversity network (ACED) seeks to tackle issues relevant to colleagues from different cultural, ethnic, religious or racial backgrounds.

This year also saw the expansion of employee networks for North America following a regional survey to understand and respond to our people's experiences. Our existing North American Women's Initiative (for attorneys) has been active for several years, and we now have six networks for North America: AAPI/Asian Canadian Network, African American/Black Network, Gender Equality Network for Business Services, Pryde & Co, and a Parent and Carer Network.

Celebrating Pride Month

During Pride month we created a short film in which partners and staff shared their personal experiences and highlighted Pride means to them. The film was shared to global employees, providing an opportunity for all to think about how we can support our LGBTQIA+ colleagues and foster an environment where we are all able to be ourselves at work.

To educate and raise awareness training was run during Pride Month. In the UK and Europe we hosted a session on trans & non-binary allyship in the workplace and our Hong Kong office shone a spotlight on allyship through an educational webinar. The event focused on how having Allies can make all the difference in creating a workplace where all people feel comfortable bringing their whole selves to work.

Our Asia-Pacific (APAC) region also held an event titled 'Walking the Path to Progress'. The webinar was to shine a light on issues and challenges as well as celebrate success to date for LGBTQIA+ rights across the Asia Pacific region. Co-hosted by Joanna Mercer, Regional Head of Claims, Pacific of Allianz Global Corporate & Specialty and Alena Titterton, Partner of Clyde & Co - the event featured a group of panellists sharing their incredible advocacy work and experiences in their unique journey's in change.

“

I have never felt so proud to be at this firm than watching that video. I think that by far and away trumps all our accolades and client wins. It was so brave and honest of each one of my colleagues in that video to share so openly.

Inclusion matters

Partnerships

We work with many external partners to proactively broaden our recruiting approach including Aspiring Solicitors, Bright Network, My Gwork and MyKindaFuture. Our Early Careers strategy uses a contextual recruitment system (CRS) to ensure that a young person's circumstance does not have an adverse effect on their hiring potential. We provide guidance on inclusive interviewing and unconscious bias training, including our Hemisphere training tool which aids interviewers to combat bias.

We've recently launched our Inclusion Matters Diversity Scholarship in the US as part of our expanded Summer Associate program. The Scholarship is open to those who have historically been underrepresented in the legal industry, including; racial and/or ethnic minorities, women, the LGBTQIA+ community, individuals with disabilities, veterans, and first-generation college attendees.

In June 2020 we signed up to the Rare Race Fairness Commitment in the UK, agreeing to implement a range of measures aimed at combating the career obstacles faced by black and other ethnic minority lawyers. As part of this we monitor data on applications, interviews, offers, and promotion rates across ethnicity groups, identifying where we can improve and ensuring that everyone has an equal chance to succeed.

We have recently adopted The Halo Code, the UK's first Black hair code, which "explicitly protects employees who come to work with natural hair and protective hairstyles associated with their racial, ethnic, and cultural identities". We hope that the Halo Code will move us one step closer to a world free from discrimination, where all Black members of our community have their identities fully recognised and celebrated.

Our Bright Futures programme is aimed at students from lower socioeconomic status groups and provides work experience and mentoring opportunities. This programme was named 'Best Work Experience, Internship of Placement Programme' at the Institute of Employers Awards in 2020. At the same awards, we also received the award for 'Commitment to Improving Diversity through Student Resourcing.'

In 2021, we launched the Clyde & Co Academy, a new programme designed to give students of under-represented ethnic, cultural and racial backgrounds the chance to gain new skills, connections and in-depth knowledge to succeed in a career in law. Our award-winning Early Careers team collaborated with the student talent organisation, Bright Network, to develop and deliver this bespoke programme. Taking on 21 students from ethnically diverse heritage, this programme will allow students the opportunity to develop their employability skills and underlines the firm's ongoing commitment to widen access to the profession.

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

Looking ahead

We have made significant progress this year setting out a clear vision for D&I, supported by an ambitious strategy and a commitment to ensure the right level of investment to deliver it.

We will continue to educate staff on the impact of D&I and the role every individual must play in supporting these aims through developing inclusion training to help employees to understand their role in encouraging an inclusive culture. Moving forward we will continue to leverage data to assess what insights this information can give us and how it can help us target our efforts.



The image features a wide, calm body of water in the foreground, reflecting the soft, warm colors of a sunset or sunrise. The sky transitions from a pale blue at the top to a gentle orange and pink near the horizon. A solid teal vertical bar is positioned on the left side of the frame. The text "Wellbeing matters" is written in a clean, white, sans-serif font, centered vertically within the teal bar.

Wellbeing matters

Wellbeing matters



We are committed to building a diverse and inclusive working environment where we support our people to flourish, to find a balance between their personal and professional lives, and to manage their everyday challenges. The well-being of our people and our corporate responsibility towards them really matters to us.

We have a responsibility to make the mental health of our people a priority in every region where we operate. We commit to creating a culture of kindness and compassion around mental health, where people feel supported to discuss without stigma as we take proactive steps to encourage working practices which support wellbeing.

Mental Health at Work

In 2021 we commissioned an external organisation, Mental Health at Work, to undertake an independent review of our framework and practice to support mental health. As part of this project over 1,300 employees globally have completed a survey relating to mental health and we have run focus groups across all of our regions. The importance of good mental health is something we have all been particularly reminded of throughout the pandemic and the recommendations from this project will ensure our global approach to mental health meets the needs of our people.

Mindful Business Charter

We have recently signed the Mindful Business Charter, joining a range of businesses and professional service firms around the world in a collective commitment to address the avoidable stresses in our working practices and to promote healthier and more effective ways of working. By signing the Charter, we will be committing to abide by a set of principles centred on openness and respect for each other, improved communication, respect for working hours and considerate delegation of tasks. We hope that the charter will help us to work in an effective and healthier way.



We have a responsibility as a firm to create the right environment that prioritises the mental health and wellbeing of our people, and enables an open culture around mental health, where people feel safe to talk about any concerns without fear or stigma. We hope that by becoming part of The Mindful Business Charter we can take further proactive steps to encourage working practices which support wellbeing and reduce unnecessary stress in the workplace.

Andy Dent, Global Head of Corporate Responsibility and Inclusion

Wellbeing matters

Supporting our people

We strive to foster an environment where mental and physical health can be openly discussed and to ensure considerations around mental health and wellbeing are at the heart of our culture.

In the UK we have delivered mental health training sessions for leaders and managers to equip them with the tools to have conversations about mental health and to spot the signs that someone may be struggling.

We have continued to train Mental Health First Aiders across our UK and Middle East offices. These volunteers have been trained to spot the signs of poor mental health and to be a point of contact for colleagues who may need someone to talk to.

Recognising the impact that lockdowns have had, we have provided a Wellbeing Day in our UK and Australia offices, encouraging staff to take a day away from their desks and do something for themselves and their wellbeing.

Across the year we have delivered webinars on a range of topics including: the science of sleep, financial wellbeing, managing work and family life and reducing anxiety. In our APAC offices we have delivered mental health literacy webinars and run yoga and mindfulness sessions.

To try and encourage conversations around mental health we have shared a video where employees talk openly about their own experiences. During Mental Health Awareness Week in the UK we encouraged our employees to take a break from work and send in a photo of nature and we donated £5 to children's mental health charity Place2Be for each photo entry.

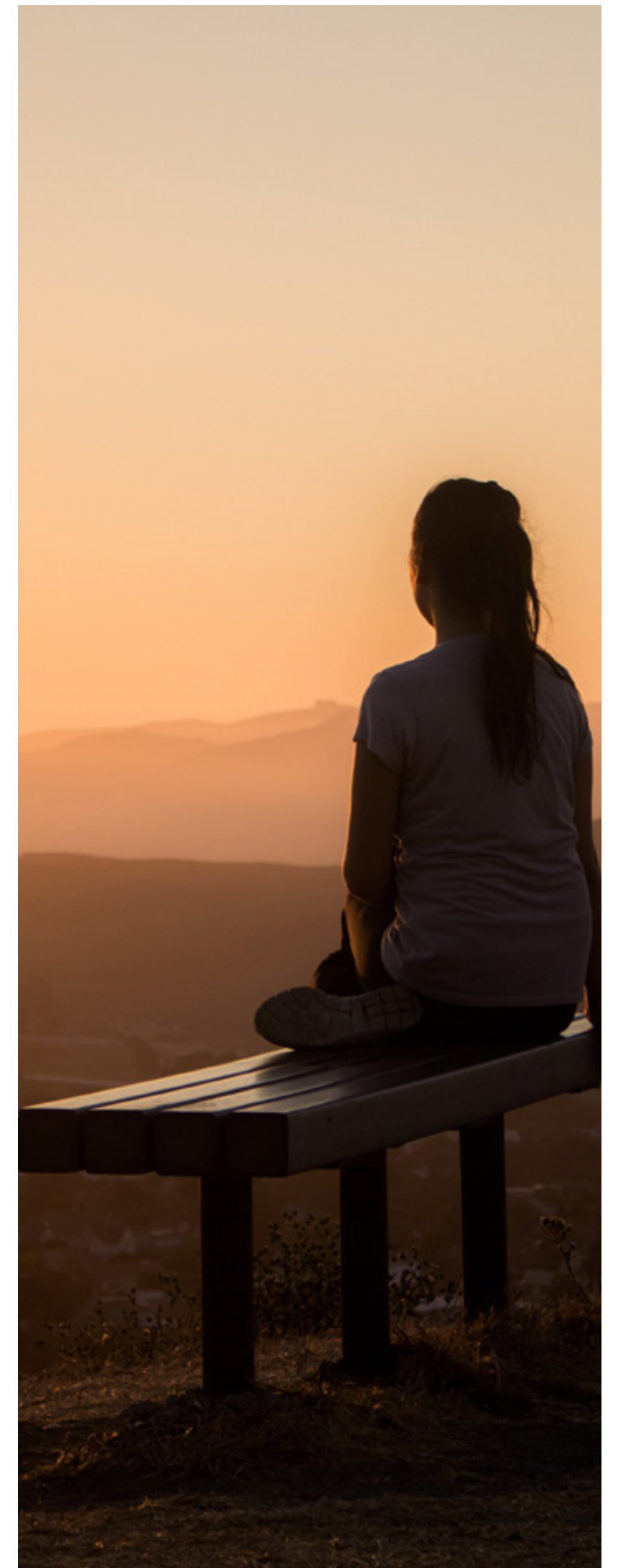
We have dedicated intranet pages with information, helplines and further sources of support for all our people and a global Employee Assistance Programme available to all employees.

Looking ahead

We are in the process of developing a global mental health and wellbeing strategy which is based on feedback from our people gathered through the consultation with Mental Health at Work. Our new action plan will include global training for managers and leaders on mental health.

We will continue to encourage conversations about wellbeing at all levels of the firm and we will provide new support tools to empower our people to prioritise their wellbeing.

We will drive forward the actions and change necessary to support the Mindful Business Charter and embed this into our working practices. To track progress, we will continue to conduct mental health surveys and gather feedback from our people to understand attitudes towards mental health and to identify challenges and risks within the firm.



Our business



Our business



Human rights and labour standards

We are committed to ensuring that there is no modern slavery in our business or in our supply chains, and to acting ethically and with integrity in all of our relationships.

As such, we expect third party contractors and suppliers to comply with all applicable laws, statutes, regulations and codes relating to labour, anti-slavery and human trafficking laws, including the Modern Slavery Act.

Employment

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

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

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

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

Training

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

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

Our suppliers

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

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

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

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

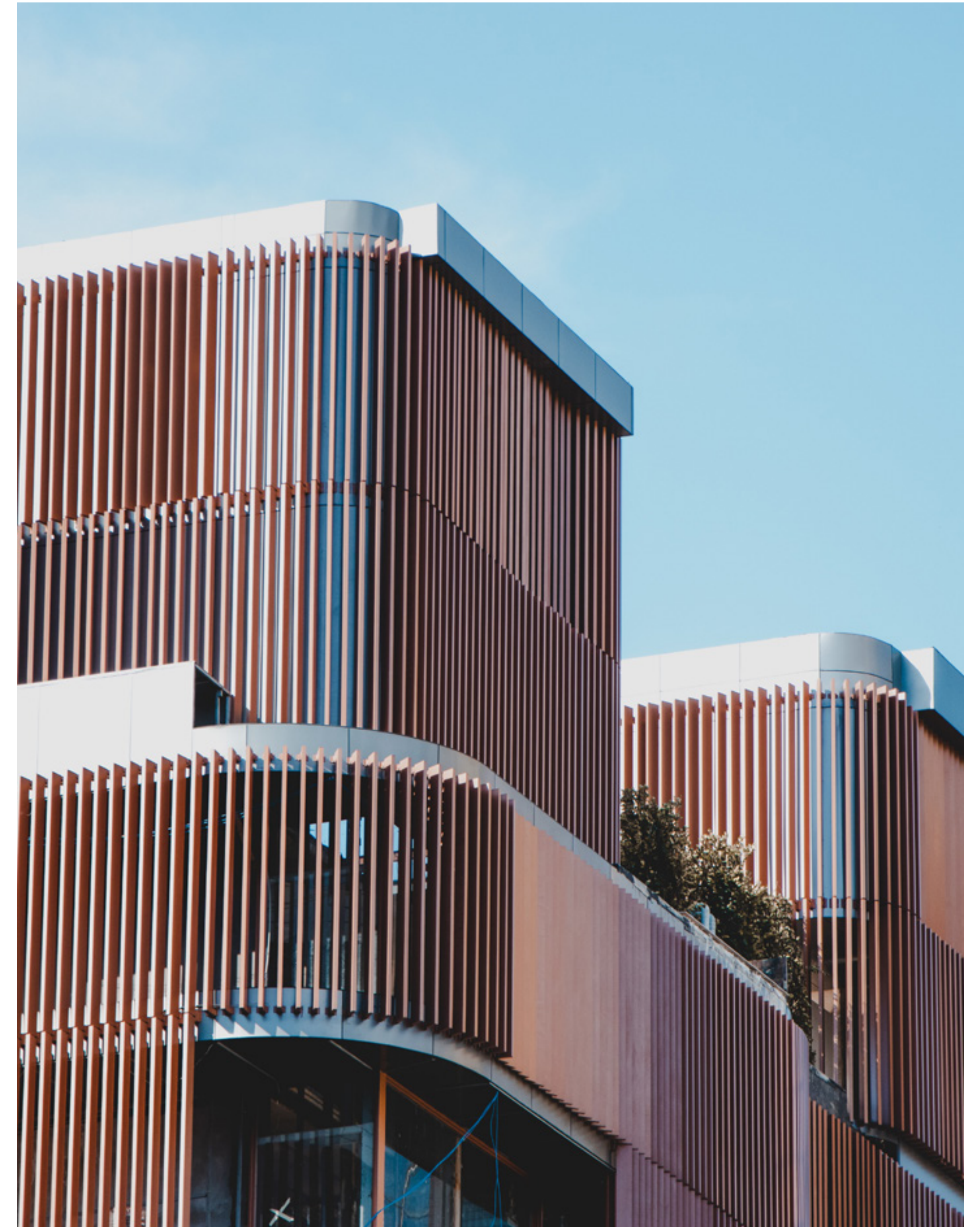
Our business

Anti-bribery and corruption

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

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

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



UN Global Compact reference table

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

440

Partners

1,800

Lawyers

4,000

Total staff

50+

Offices worldwide*

www.clydeco.com

*includes associated offices
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