



SLAUGHTER AND MAY/

# RESPONSIBLE BUSINESS REPORT

UN Global Compact  
Communication on Progress 2022



## WHO WE ARE

We are a leading, international law firm widely recognised for our commercial awareness, the strength of our client relationships and the quality of our advice. We act on the most high profile, groundbreaking and complex matters requiring first-class legal expertise.

The majority of our work is cross-border and we support clients wherever in the world they need us.

While our global reputation for providing exceptional legal service defines us as a business, we strongly believe in championing a better way of doing business. We see sustainability as a whole business proposition and aim to integrate and align the internal and client facing parts of our business to strengthen our overall impact for our employees, clients, communities and collaborators.

Our firm has 110 partners and 1,330 employees worldwide, with offices in London, Brussels, Beijing and Hong Kong. In addition to our sustainability commitments, our people sit at the heart of our responsible business strategy.

# Contents

|   |          |   |           |  |           |                                  |           |
|---|----------|---|-----------|--|-----------|----------------------------------|-----------|
| <b>① INTRODUCTION</b>                         | <b>4</b> | <b>② EMBEDDING RESPONSIBLE BUSINESS</b>               | <b>12</b> | <b>③ ENVIRONMENTAL IMPACT</b>                  | <b>28</b> | <b>⑤ ROLE IN SOCIETY</b>         | <b>64</b> |
| 1.1 Statement                                 | 5        | 2.1 Governance and strategy                           | 13        | 3.1 Emissions targets and progress             | 30        | 5.1 Pro bono impact              | 66        |
| 1.2 Foreword                                  | 7        | 2.2 SDG integration                                   | 16        | 3.2 Sustainable consumption                    | 34        | 5.2 Citizenship                  | 70        |
| 1.3 This is our Slaughter and May             | 10       | 2.3 Trusted advisers for business transformation      | 19        | <b>④ IMPACT AS AN EMPLOYER</b>                 | <b>38</b> | <b>⑥ PRIORITY SDG HIGHLIGHTS</b> | <b>72</b> |
| 1.4 Overview of our objectives and priorities | 11       | 2.4 Net Zero Lawyers Alliance commitment and progress | 24        | 4.1 A progressive employee experience          | 40        | 6.1 People                       | 73        |
|   |          | 2.5 Managing our supply chain                         | 26        | 4.2 Raising the bar on diversity and inclusion | 44        | 6.2 Planet                       | 75        |
|   |          |   |           | 4.3 Social mobility impact                     | 58        | 6.3 Peace and prosperity         | 77        |
|   |          |   |           |  |           | <b>⑦ USEFUL LINKS</b>            | <b>79</b> |



1

# Introduction

|     |  |    |
|-----|--|----|
| 1.1 | STATEMENT.....                                 | 5  |
| 1.2 | FOREWORD .....                                 | 7  |
| 1.3 | THIS IS OUR SLAUGHTER AND MAY.....             | 10 |
| 1.4 | OVERVIEW OF OUR OBJECTIVES AND PRIORITIES..... | 11 |





## 1.1 STATEMENT

In my new role as Managing Partner, I am delighted to introduce our 2022 responsible business report and to re-confirm our commitment to the UN Global Compact's Ten Guiding Principles.

The last two years have seen really encouraging progress towards achieving our responsible business ambitions. In this we are aligned with so many of our clients and others from the business community, where the urgency and commitment to act has been amplified to a new level.

Undoubtedly, this has been as a result of a multitude of factors, not least a global pandemic exacerbating and shining a spotlight on social inequality, and the growing consensus around the outlook for our planet from climate change. There has also been a realisation

that to be a sustainable business you need a thriving society and a sustainable environment. Thankfully this has been matched with better collaboration across governments and businesses and non-profit organisations to take action on these issues, driven by platforms such as the UN Global Compact and the Sustainable Development Goals (SDGs).

For me, the biggest change for our firm has been the way we have recognised sustainability and responsible business as a strategic priority. This has not just been through words in reports like this, but in actions: creating a Responsible Business stand-alone function to help drive change across the business, strengthening governance to reinforce commitments to the Ten Principles of the Global Compact and the work we are doing to embed responsible business into our

core activities using the SDG framework. As a business we want to see our goals translated into tangible and measurable action in this Decade of Delivery.

In our third responsible business report, we have brought together a comprehensive review of our progress to improve our performance against the Ten Principles and the SDGs. I hope you see the progress we have made, in particular where we have increased our ambition and have identified where we should be challenging ourselves to do better. Our net zero target, which you can read more about on [page 30](#), demonstrates this. I am particularly proud that we were the first law firm to gain approval for our net zero target through the Science Based Targets initiative.

We have also acknowledged where we have more to do. Being honest about areas that have caused us particular challenges can only open opportunities for discussion amongst our peers and clients, employees, communities and collaborators, from which I hope we can find new ways to move forward.

I hope you enjoy reading our report.







**Deborah Finkler**  
Managing Partner



## UN GLOBAL COMPACT PRINCIPLES

We commit to ensuring the Ten Principles of the UN Global Compact are incorporated into our business.

|   |   |  |  |
|---|---|--|--|
| <b><u>HUMAN RIGHTS</u></b>  |   | <b><u>ENVIRONMENT</u></b>  |                                  |
| <b>Principle 1:</b><br>Businesses should support and respect the protection of internationally proclaimed human rights; and |   | <b>Principle 7:</b><br>Businesses should support a precautionary approach to environmental challenges; |  |
| <b>Principle 2:</b><br>make sure that they are not complicit in human rights abuses.  | <b><u>LABOUR</u></b>  | <b>Principle 8:</b><br>undertake initiatives to promote greater environmental responsibility; and      | <b>Principle 9:</b><br>encourage the development and diffusion of environmentally friendly technologies.             |
|    | <b>Principle 3:</b><br>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; | <b>Principle 5:</b><br>the effective abolition of child labour; and                                    |                                 |
|   | <b>Principle 4:</b><br>the elimination of all forms of forced and compulsory labour;  | <b>Principle 6:</b><br>the elimination of discrimination in respect of employment and occupation.      | <b><u>ANTI-CORRUPTION</u></b>  |
|   |   |  | <b>Principle 10:</b><br>Businesses should work against corruption in all its forms, including extortion and bribery. |



## 1.2 FOREWORD

Since our last report, the awareness of the challenges facing society and business in terms of climate and social inequality in the world have become mainstreamed in the collective consciousness in a way like never before. Every day, week, month we hear of further shifts creating disruption, adaptation and transition to a new world that would have been unimaginable a decade ago. This has driven many around the world, including governments, to reassess their priorities to drive radical transformational choices in policy, regulation, infrastructure and investment. Financial markets are pivoting away from investment risks associated with environmental and human rights conflicts. We see some businesses take bold steps and show real leadership in re-examining (and in some cases re-imagining) their core business strategies and corporate purpose in a direct response to climate breakdown and social inequality in the world. We would like to develop these themes of responsiveness, leadership and collaboration in this year's report.

This is just the start of a bigger transformation. Conversations on how sustainability is a material challenge, as well as an opportunity, are taking place in real time across all sectors and industries. As a market-leading firm, our stakeholders expect a market-leading response on sustainability matters. They want to know what commitments we have made, how we integrate these principles operationally into our business, as well as the advice we can give. Quite simply, what we say and what we do matters.

Our aim is to integrate sustainability into the strategic and operational decisions made at the firm so that it becomes part of our everyday business activity. We believe that sustainability needs to be seen as a whole business proposition. This goes beyond upskilling our lawyers to look at the world through a sustainability lens to advise clients. It requires the whole organisation to pull in the same direction in order to achieve our commitments and targets, which means ensuring that every single person who works at the firm understands our responsible

business commitments and their role in helping to fulfil these. As a professional services firm, we feel that in order to be credible we must be able to lead and demonstrate our own credentials and evidence our progress on our own journey to becoming a sustainable business. The insights and experience we gather enriches the advice we give to our clients and allows us to share what we learn with them on their own transition journeys. Ensuring the internal and client facing parts of our business are integrated and aligned is essential to strengthen our overall impact for all of our stakeholders. Which is why we have taken the opportunity to write these pages together.

This is our third responsible business report and looking back at what we have achieved over this period of time is encouraging. The pace and momentum with which we have evolved our approach inspires us to keep challenging ourselves to do more and go further. As you read through these pages we hope that you will see how our strategy has matured and how the principles of responsible business are

being tangibly integrated across everything we do as a firm. Last year, we talked about the drive to set transparent goals and evidence our progress in response to what our stakeholders want to know, so we have included in this report an overview of our key priorities, associated activities and our progress against them. This report also provides a forum to fulfil our reporting obligations under the Net Zero Lawyers Alliance and the Race Fairness Charter.

We cannot and should not think that we can solve these issues alone. Working in collaboration with our clients, peer firms, charities and experts has become a central feature of our strategy and the most effective way in which we can use our skills, knowledge, networks and know-how to help solve some of the biggest problems we face in our time. As well as continuing to work with existing collaborators, we have continued to seek out new and non-traditional partnerships to enhance our impact and we are excited to be part of these innovative developments.





**WE PARTNERED WITH THE  
CENTRE FOR CLIMATE CHANGE  
INNOVATION AND OUR TECH  
INCUBATOR PROGRAMME TO  
CREATE OUR FAST FORWARD:  
GREENHOUSE EDITION,  
WHICH FINDS TECHNOLOGY  
ENTREPRENEURS THAT ARE  
DEVELOPING INNOVATIVE  
SOLUTIONS TO ADDRESS ISSUES  
CAUSED BY CLIMATE CHANGE**

We would like to touch on some of the highlights:

- Net zero target – we are the first law firm to have our long-term decarbonisation target validated by the Science Based Targets initiative as part of the Net-Zero Corporate Standard. This means that in addition to our earlier target of a 50% reduction in emissions by 2030 from a 2018 base, we have now committed to a 90% absolute reduction of our emissions by 2040 that does not rely on carbon off-setting (although we are currently reviewing the place offsetting may have in our wider strategy).
- Fast Forward: Greenhouse Edition – entrepreneurialism and innovation are a huge part of our history and who we are as a firm. We partnered with the Centre for Climate Change Innovation (CCCI) and our tech incubator programme to create our bespoke Fast Forward: Greenhouse Edition. The focus is to find technology

entrepreneurs and innovators that are developing innovative solutions to address issues caused by climate change. They benefit from our legal expertise and we are able to leverage their insights and expert knowledge to upskill ourselves and further our own understanding of climate technology.

- Racial justice – we spearheaded a collaboration with seven other founding firms to launch Legal CORE, the first cross-firm collective aimed at tackling the under-representation of ethnic minority groups in the UK's legal sector. In less than a year, Legal CORE has grown its membership to 34 law firms. Its guiding principle is that all law firms face similar challenges in retaining and progressing ethnic minority talent and we recognise that by acting unilaterally we can make progress, but taking a sector-wide approach will allow us to have a more sustainable impact. We are also proud to

be one of six law firms that have collaborated, with both funding and pro bono support, to assist with the development and launch of the Black Equity Organisation, the UK's new national and independent Black British civil rights organisation, created to advance justice and equity for Black people in Britain.

- Social mobility – we were placed 27th in the Social Mobility Employer Index in 2021, the fourth year we were ranked in the Top Employers list. We completed the first round of awards for our annual Slaughter and May Scholarship programme, having awarded 10 students financial bursaries for three years of their undergraduate studies.
- Supply chain – we are collaborating with suppliers through our sustainable procurement programme to promote positive change and innovation to help us achieve our responsible business goals.



Looking ahead:

Although tangible impacts have been made to build greater awareness and new operational structures and processes to integrate responsible business and sustainability thinking into the firm, we do not yet systematically assess the opportunities and risks in our own client service business nor the impact of the work we do. We will continue to do more to instil greater ownership and accountability within the firm to make this become business as usual.

Our SDG integration project is driving operational efficiency, innovation and engagement of our people across the business by co-creating solutions and sharing responsibility for the delivery our six priority SDGs. We have not yet achieved a place where these goals push us to achieve more through our influence and impacts, and this remains work in progress. We will use our priority goals to frame our approach

to responsible business and sustainability and will continue to build our ambition to make a greater contribution to their achievement.

Looking to what is required as part of the ‘just transition’, the potential of collective skills, knowledge and influence as a firm is powerful and we want to put this work to aid the transition and transformation of the communities and charity organisations that we work with. This is about supporting the move to a sustainable economy without leaving communities behind. As well as raising the bar on our own ambitions, we want to support and guide our stakeholders to learn from our experiences to ensure a just and fair transition to the new economy.

To be a sustainable business we must accept our share of responsibility to make a positive contribution to the problems and challenges of people and planet. This seems obvious and yet it remains a live and contentious debate in our professional services world. And so we must, and will, continue to advocate both with our stakeholders and within our sector for all of us to play our part.



**Jeff Twentyman**  
Partner and Head  
of Sustainability



**Uzma Hamid-Dizier**  
Director of  
Responsible Business





### 1.3 THIS IS OUR SLAUGHTER AND MAY





## 1.4 OVERVIEW OF OUR OBJECTIVES AND PRIORITIES

### EMBEDDING RESPONSIBLE BUSINESS

- Building effective governance structures that embed responsible business into our culture, decision-making and operations
- Using the UN's SDGs to identify priorities and raise our ambitions
- Integrating ESG throughout our practice areas to support our clients' business transformations and taking an active role in public advocacy to navigate emerging ESG legal and regulatory changes
- Supporting and practicing entrepreneurialism and innovation to drive positive change and use tech for good
- Using our influence and working with our supply chain to ensure they are aligned with our responsible business objectives

### ENVIRONMENTAL IMPACT

- Reducing our carbon emissions in line with the SBTi's new Net-Zero Corporate Standard
- Procuring our energy from renewable sources and striving for continuous improvements and efficiencies in our energy use
- Ensuring we reduce, reuse and recycle to eliminate waste
- Driving employee behaviour change to support our net zero target
- Supporting the development of the Net-Zero Corporate Standard and sharing our journey and best practice to help stakeholders do the same

### IMPACT AS AN EMPLOYER

- Building a workplace that supports our people to thrive and develop in their careers
- Creating an environment where everyone can feel valued, included and able to be themselves
- In line with our diversity targets, attracting, recruiting, retaining and progressing talent from diverse backgrounds
- Offering resources and initiatives that support mental health and wellbeing in the workplace
- Increasing social mobility into the legal sector

### ROLE IN SOCIETY

- Directing our time, skills and funding to make a positive social and environmental impact
- Advising non-profits and vulnerable individuals on a pro bono basis and promoting access to justice and the rule of law
- Building capacity within the third sector through legal education and training
- Creating partnerships in our local communities to help people to break out of a cycle of poverty
- Mobilising our resources to support NGOs responding to humanitarian crises
- Helping our employees to support the causes they care about



## 2

# Embedding responsible business

|     |   |    |
|-----|---|----|
| 2.1 | GOVERNANCE AND STRATEGY .....                           | 13 |
| 2.2 | SDG INTEGRATION .....                                   | 16 |
| 2.3 | TRUSTED ADVISERS FOR BUSINESS TRANSFORMATION .....      | 19 |
| 2.4 | NET ZERO LAWYERS ALLIANCE COMMITMENT AND PROGRESS ..... | 24 |
| 2.5 | MANAGING OUR SUPPLY CHAIN.....                          | 26 |



## 2.1 GOVERNANCE AND STRATEGY

At the same time as Covid-19 hit in early 2020, we were launching our first Responsible Business Committee. The Committee is made up of a number of partners and professionals from across the business. Their role as a sub-committee to the Board is to advise what the changing landscape across business, the economy and society means for our clients and our own business, and to embed responsible business into 'business as usual'.

The Committee swiftly gained the board's approval of a three year strategy and, with just a year to go, has driven forward significant progress on our culture, decision-making and operations, more of which you can read about throughout this report.

Our strategy aims to integrate responsible business and sustainability into our services, operations, supply chain, and throughout our role as an employer. Our ambition is to ensure that this approach sits at the heart of what we do, the decisions we make and how we do business. By doing so, we believe that it will enhance our business performance, add greater value to our clients, and attract and retain the best people to deliver a top-quality service.

### GOVERNANCE HIGHLIGHTS

- Annual reporting to the board provides an update on progress against our responsible business strategy, with ongoing board involvement in key areas.
- In May 2022, the Responsible Business team became a stand-alone function with a clarified mandate and remit, headed by the new post of Director of Responsible Business. The role works closely with the Head of Sustainability, the Chief Operating Officer and the Managing Partner to lead on the implementation of our responsible business strategy.
- All proposals made to the board and operations committee need to include positive and negative considerations of ESG implications.
- To ensure good governance at senior-level decision making, we focus on the diversity of our leadership. Our partnership board is made up of 64% women. We are also making progress against our partner promotion diversity targets – see [page 46](#). Our Business Services senior leadership is made up of 75% women.
- We are using the UN's Sustainable Development Goals (SDGs) as a framework to embed responsible business into our core activities. This involves aligning our goal-setting with the pressing needs of society and the planet, to expand our positive impact through our core services and value chain. You can find more about this programme and our progress on [page 16](#).
- An increasing number of our people set themselves a responsible business goal as part of their annual review to further integrate responsible business into our operations and be recognised for their contribution to help the firm meet its commitments.

“Not only are we striving to ensure we have a market-leading approach to sustainability, but we also want to demonstrate that this is authentically a whole business proposition for our firm. That means running through every aspect of the services we provide, our engagement with all our stakeholders, our culture and our decision-making, policies and procedures.

Ewan Brown  
Partner and member  
of the Responsible  
Business Committee



## STAKEHOLDER ENGAGEMENT

We regularly consult with our key stakeholders, who we see as employees, potential employees, clients, regulators, suppliers and our charity partners. From conducting regular pulse surveys with employees to checking in with our charity partners or consulting with suppliers, we gather perspectives that help to develop and encourage our plans. For example, we use our employee diversity networks and network of SDG Champions from across the firm to inform our strategy and act as an employee voice on important issues. The networks also facilitate collaboration and the sharing of ideas across teams.

## MAINTAINING A STRONG ETHICAL CULTURE

We seek to act with integrity in all our dealings with clients, our people and others. This is central to our position as a trusted international law firm. As solicitors, we are held to high standards of ethical behaviour by our regulator, the Solicitors Regulation Authority (SRA). The SRA's principles require us to act 'in a way that upholds the constitutional principle of the rule of law', 'with independence' and 'with integrity'. We comply with our ethical obligations

by setting high standards, training our staff at all levels on how to maintain these standards and engaging with our suppliers to ensure we live up to them, not only for ourselves, but also in our delivery of our legal services.

**We seek to support our clients to foster a culture of integrity. In our Hong Kong office for example, we regularly arrange talks and webinars with clients' General Counsels on topical issues relating to governance and ethics. Some of these topics are related to professional development including stakeholder capitalism, Directors' duties, regulatory red flag updates, and market misconduct, while others are related to culture and personal development.**

Our approach to doing business adheres to Principle 10 – anti-corruption. We reject bribery and corruption and have put in place systems and controls to ensure that neither we nor our suppliers solicit, accept, offer, promise or pay bribes, including facilitation payments, whether directly or through a third party.

Examples of how we preserve a culture of ethical conduct:

- Our [Code of Business Conduct](#) is aligned with the UN Global Compact's 10 Principles across human rights, labour, environment and anti-corruption. This provides information about how we approach our day-to-day activities and the standards that all our people are expected to follow. The principles in it are covered in inductions for new staff and reinforced through training.
- We take care when selecting suppliers or those we work alongside to ensure they meet our values and those of our clients. We require key suppliers to confirm and comply with the standards set out in our [Supplier Code of Business Conduct](#).

- We deliver training to keep ethics front of mind across the firm and ensure our lawyers are equipped to spot an ethical question, challenge their own decision and seek help when they need it.
- We are conscious of the need to maintain our reputation and not to appear to take unfair advantage. For example we have strict dealing rules, governing when our people can buy and sell shares, which go far beyond what is required by law.
- We encourage our people to raise concerns or speak out through formal and informal channels.
- We have an ISO accredited cybercrime prevention strategy that ensures we protect data to the highest standards.



### LEVERAGING OUR PURCHASING POWER TO ASSIST OUR TRANSFORMATION

We recognise our responsibility to consider the impact of the choices we make in relation to where we direct financial resources and our purchasing power.

This year, we launched a new pension scheme for employees that integrates responsible investment funds into the default strategy. In addition, it is providing a wider offer of funds with a focus on climate and environmental, social and governance ('ESG') matters. This was a key part of the decision making process when we chose the company we wanted to work with. Our provider proactively influences some of the world's largest companies and works with them to make positive changes and become more sustainable. The default pension option excludes controversial weapons manufacturers, coal mining organisations and companies that break the UN Global Compact. The fund also has a commitment to reduce its carbon emissions to zero by 2050 (relative to



### OUR NEW PENSION SCHEME FOR EMPLOYEES INTEGRATES RESPONSIBLE INVESTMENT FUNDS INTO THE DEFAULT STRATEGY

end 2019) with interim targets of at least 50% reduction by 2025 and at least 65% by 2030.

In addition to a responsible pension offering, there is a financial wellbeing platform on offer from which our employees can access a range of information, tools and step-by-step guides to help them with various issues. These include managing debt, getting day-to-day finances under control and promoting good mental health.

In another example, our lead professional indemnity insurer invests 25% of our annual premium into investments that have additional social or environmental benefits, which are aligned with the UN's Sustainable Development Goals (SDGs). The investments support a range of projects and programmes that seek to create positive change, from renewable energy initiatives and sustainable infrastructure, to programmes that support vulnerable people and communities.



**OUR PENSION FUND IS  
COMMITTED TO REDUCING  
ITS CARBON EMISSIONS TO**

**ZERO  
BY 2050**



## 2.2 SDG INTEGRATION

As part of our responsible business strategy, we are committed to embedding responsible business into our core activities. To do this we are using the UN's Sustainable Development Goals (SDGs) framework, an internationally recognised, robust plan to address the global challenges we face, including poverty, inequality and climate change by 2030. We want to push ourselves to raise the bar, not only for our firm, but also the sector.

Our aim is to increase the firm's positive impacts, mitigate any negative or harmful impacts we may have and identify opportunities for innovation. To move us forward to using the SDGs to identify strategic priorities, and achieve ambitious targets across these areas, we established an SDG integration programme.

### THE GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT



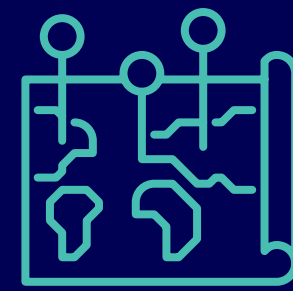


## OUR SDG INTEGRATION JOURNEY



### 1. Building capacity

We recruited a network of SDG Champions with representation from across all functions and offices, and took them through a blended learning programme designed to build their knowledge about how to use the SDGs in a business context.



### 2. Mapping impacts

Our SDG Champions went on a fact finding mission back to their teams to capture all the positive and negative, current and future activities and impacts the firm was having, and plotted them to the SDGs. These were collated centrally and plugged into a heat map to show where the firm was having the most significant impacts.



### 3. Strategic prioritisation

Further to the SDG Champion mapping results, we undertook additional internal consultation and desk based research, which included a materiality assessment. This helped us to map how our skills and capabilities as an international law firm could be best directed to support the SDGs.

This assessment led us to identify six priority areas where we can have the most significant impact and contribution within our spheres of influence.



### 4. Employee engagement to identify actions

We ran an internal engagement campaign that included an SDG-themed 'Responsible Business Week' and an SDG Innovation Competition, which invited employees to submit their ideas for what the firm could do to support our priority SDGs. We also took employees through workshops to bring the SDGs to life in the context of our firm and help them to understand what the SDGs might mean for their roles and teams. Our key message is that 'small actions can have a big impact' and that the people inside an organisation who know it so intimately are best able to spot opportunities to make a positive change.



WHAT'S NEXT?

There are areas in which we are already ambitious and have done many years of work to get us to a position where we can say we are a leader in the sector (for example, our net zero target), but we want to be consistent in our ambition across all six of our priority SDGs in the context of our firm. We are developing an effective reporting framework,

with interconnected KPIs across everything we are doing to support the SDGs.

To demonstrate how we are using the SDGs to prioritise our actions and consolidate our efforts, you can find a summary of activities that are contributing to each of our six priority SDGs in [section 6](#).

OUR SIX PRIORITY SDGS

Click on an icon to see a summary of how we are addressing each of our priority SDGs.



“ I've learned a lot through my role as an SDG Champion and started to think about how we might be able to best measure the impact of some of our team's initiatives to assess how they contribute to our priority SDGs. It's also been useful to meet with Champions from different parts of the firm and explore ideas for making changes to how we do things. It's the small things that can add up and make a difference.

Billie Moore  
Knowledge & Innovation Manager



## 2.3 TRUSTED ADVISERS FOR BUSINESS TRANSFORMATION

Businesses face a perfect storm, with a combination of fast-paced policy and regulatory changes, widespread public action on social and environmental issues, and the amplification of these issues by mainstream and social media. This requires them (and our own firm) to embark on an urgent transformation to safeguard their own sustainability for the long-term, as well as for people and planet. Our relationships with our clients are long standing, which allows us to have a longer-term view of their businesses and support them in this transformation.

Our role as a trusted legal adviser carries a duty to ensure that we have a sophisticated consideration and broad technical understanding of ESG issues, which includes understanding the wider macro-evolving context in which we give advice. It is a cross-cutting theme to be integrated into all of our work and an emergent area of expertise. Throughout our history, we have both supported and practiced entrepreneurialism and innovation. That mind-set continues to guide us as we navigate what is still an evolving area of law.

As a professional services firm we are clear to our clients not only about the ESG advice we can give, but also how we are walking the talk and integrating ESG operationally into our business, underpinned by ambitious targets and commitments.

### FUTURE THINKING IN A CHANGING WORLD

We have sought opportunities to take an active role in forging a new path into the future of business. We invest our time and expertise in entrepreneurs, which we ultimately benefit from as we explore new ideas and solutions to difficult problems.

- We are founding members of the Centre for Climate Change Innovation (CCCI), an initiative of the Grantham Institute at Imperial College London and the Royal Institution to catalyse innovation of all forms regarding the causes and effects of climate change. This year, we partnered with CCCI for our Fast Forward: Greenhouse Edition.

Fast Forward is our emerging tech incubation programme that supports the work of technology entrepreneurs and innovators. Through the programme, we share our market-leading expertise with a new generation of tech entrepreneurs and innovators, whose businesses have the potential to deliver meaningful improvements or increased competition across a broad range of business sectors. The focus is on companies that are developing innovative solutions to address issues caused by climate change and working towards a more sustainable future. The successful companies in the cohort include:

- [Treeconomy](#), who are revolutionising the forest carbon offset industry and providing landowners with a new source of income from trees;
- [Construction Carbon](#), who provide carbon scoring and net zero verification processes for anyone undertaking a construction project;
- [BIO-F](#), who harness the power of microorganisms and produce biofertilisers that are ecological, dramatically increase soil productivity, reduce farming net costs and minimise nitrogen run-off; and



**ESG IS AN EMERGENT AREA OF EXPERTISE. THROUGHOUT OUR HISTORY, WE HAVE BOTH SUPPORTED AND PRACTICED ENTREPRENEURIALISM AND INNOVATION, A MIND-SET THAT CONTINUES AS WE NAVIGATE WHAT IS STILL AN EVOLVING AREA OF LAW**



- [Solaris Offgrid](#), who develop technology to scale up promising energy access solutions and aim to foster Paygo business models to impact the world's poorest and most underserved communities.

The cohort benefit from our Emerging Tech Team's legal expertise in technology, financial services, intellectual property, data, employment, competition and company law. As we learn more about each company's needs, we are identifying how we can best support their current and future plans to develop innovative solutions to address issues caused by climate change. But this is a two way street – we are also leveraging their insights and expert knowledge to upskill ourselves and further our own understanding of climate technology.

- Building on the strength of partnerships, we play an active part in a number of forums to support the development of new thinking and innovative solutions to some of the most difficult problems. For example, we have partnered with the Green Finance Institute (GFI), an independent,

commercially focused organisation backed by government and led by bankers. The GFI convenes and leads sectoral coalitions of global experts that identify and unlock barriers to investment towards impactful, real-economy outcomes to benefit the environment, society and business. We have supported them to create platforms for change and been involved in their role as secretariat to the Taskforce on Nature-related Financial Disclosures (TNFD), Integrity Council for the Voluntary Carbon Market (ICVCM) and the Green Technical Advisory Group (GTAG). Our pro bono support has also included a wide range of matters, from corporate governance to competition law advice.

- We actively engage with government, business and the broader legal profession to collaborate on sustainability issues, including:
  - through the City UK/IRSG working groups on the International Sustainability Standards Board (ISSB) and UK green taxonomy;
  - as part of BEIS' consultation on mandatory climate-related financial disclosures; and

“ Working with Slaughter and May has been amazing. It has enabled us to have access to a whole team of expertise sitting alongside our organisation, giving us access to counsel on a whole range of issues. The legal support has been a critical enabler in our mission to support the finance sector in transitioning to green and sustainable business models and practices.

Dan Godsall  
Chief Operating Officer,  
Green Finance Institute



- as members of the Observer Group of the TNFD.

We are also members of the International Platform for Climate Finance. We have been working with Leaders on Purpose on a pro bono basis, which supports businesses in becoming more sustainable and purpose centred. Their aim is to connect the CEO agenda with the Global agenda and help businesses transition to being fit for the future.

- Through our Africa practice, which involves close working relationships with the leading law firms on the continent, we focussed our knowledge and experiences exchange last year on the theme 'Towards Recovery', encompassing ESG strategy. At the Practical and Legal Exchange Africa symposium (PLEASE), which brings together law firms, businesses and other organisations, the topic was debated using a survey that we had conducted on a number of law firms across various countries in Africa on what developments and opportunities they see and what legislative and regulatory changes they expect to come.



- We have produced a programme of hybrid, online and in-person events on key topics in ESG, sustainability and climate change. One of which was our pre-COP26 event, which saw Partner Jeff Twentyman sit down live with the Chief Operating Officer and Chief Financial Officer at Burberry and the Group General Counsel and Company Secretary at Vodafone to discuss all things sustainability in the business world. Both companies have faced very different sustainability challenges, and are both members of the FTSE4Good UK 50.

“ Thank you very much for arranging and hosting a brilliant Client Innovation Network event exploring the opportunities and challenges around the growth of Legal Operations teams. The discussion was invaluable and the insights of peers most interesting.

**Paul Bickley**  
Legal Operations Director and  
Senior Legal Counsel, RSA

- In August 2021, we launched our Client Innovation Network as a forum for members of in-house teams working in this space to connect and share ideas and experiences. The Network offers members a range of opportunities with different levels of involvement. We also promote innovation through the Slaughter and May Innovation Competition, which is intended to help students develop their creative thinking skills by considering what the future might look like for our lawyers and what the next big disruption might be.

#### AT THE FOREFRONT OF ESG ADVICE

- We have worked with a number of FTSE 100 and 350 companies to design, modernise and embed ESG governance into their operations.
- With over 20 years' experience in the renewables sector, we have significant expertise advising on innovative transactions and new technologies for the energy transition. For example, we are advising Hyphen Hydrogen Energy on the development of a vertically integrated large scale green hydrogen project in Namibia, including advice on green hydrogen production facilities, renewable generation and port and rail link infrastructure.

#### PRO BONO FOR CLIMATE ACTION

We target our pro bono contributions to projects that further net zero so that our lawyers play an active part in tackling climate change. Since its inception, we have been working with The Chancery Lane Project, a collaboration of international legal professionals whose vision is a world where every contract enables solutions to climate change. We have supported their work to develop new laws and contractual clauses with a multi-disciplinary team across practice groups. Volunteers from across the firm have contributed to drafting new clauses and model laws on matters such as energy supply, financing covenants, construction obligations and shareholder commitments, as well as providing peer reviews on drafts and analysis on using the new model clauses.

- As a market leader in sustainable finance, we are at the forefront of helping clients align their sustainability goals with their financing arrangements. From sustainability-linked loans to socially responsible and green bonds, we have led on several first of a kind ESG financing deals, including advising Standard Chartered, IFFIm, Burberry, UNICEF and the World Bank.





## SUPPORTING ENTREPRENEURSHIP AND INNOVATION

### Collaborate

We support legal tech entrepreneurs through Collaborate, a programme that enables legal tech innovators to test, develop and expand their products by working alongside our lawyers, our clients and industry experts from across our relationship firms. Collaborate allows us to support legal tech development and become early stage adopters of influential legal tech, creating efficiencies and improving the working lives of our employees.

We have supported 17 legal tech companies since 2019, including entrepreneurs who seek to overcome barriers to social justice, such as Immediation, an online dispute resolution platform that enables better access to justice for everyone via advanced digital access features. We have also supported JUST: Access, a social enterprise that uses cutting edge technology to champion equal access to the law for all. Their AI-

driven speech to text platform for multi-voice audio is the first of its kind designed for the legal sector, producing affordable, high quality transcripts at speed. As a cohort member, JUST: Access was introduced to Vodafone's General Counsel who identified an opportunity for JUST: Access to work with Vodafone's sector lead for the Ministry of Justice. Since then, JUST: Access and Vodafone have collaborated on a number of technology products designed for use in courts and tribunals, as well prisons and police stations.

### Launch It

We work with Launch It, a charity that supports young people from diverse backgrounds and socially and economically disadvantaged communities to start and grow successful businesses. Their current cohort comprises approximately 160 young people in London and Scotland. As well as advice to the charity on its operations, during the first half of 2022 we provided legal and skills training sessions directly to entrepreneurs supported in the programme.

“ The training sessions to our young entrepreneurs were very well planned and delivered. It was so effective to have senior experts run the sessions, our young people really benefited from this voice of experience.

Lianne Carr-Wyllie  
Enterprise Manager,  
Launch It





### Firm Futures

As a law firm, one of our core capabilities is not just in giving technical legal advice, but also bringing our commercial and strategic expertise to the challenges faced by our clients. Drawing on those capabilities, we created a local community project that was designed to help individuals from disadvantaged groups to set up their own businesses. Together with St Luke's Community Centre in Islington, London and enterprise experts B Consultancy, we deliver Firm Futures, a project we created to build participants' confidence and the skills needed to set up a business through a series of monthly workshops.

As part of the workshop series, our lawyers deliver a session on key legal topics such as company structures, data protection, contracts and intellectual property. We aim to outline key legal issues and considerations that entrepreneurs need to start their businesses. Should they progress through the first series of workshops, they are invited to apply to receive a higher level of support and gain access to an advanced series of workshops. If successful, they are paired with one of our employees who provide monthly mentoring over 12 months and are offered



a subsidised workspace at St Luke's. We also provide 10 participants per programme cycle with bursaries of up to £2,000 to minimise financial barriers when dealing with start-up costs.

The impact of the programme has been significant, with around 230 individuals reached since we launched the programme in 2013. Within 24 months of starting the programme, 75% of participants have started to trade or are close to trading.

The latest cohort of participants told us what they gained from the programme:

- 100% said they had more confidence to achieve their goals
- 88% reported an increase in their ability to better manage personal finances
- 82% reported an increase in their confidence, business skills and self-employment know-how as a result of the programme
- 76% reported an increase in overcoming any personal barriers that stop them from trading or gaining employment

“ A massive thank you to the Firm Futures team for all the help in developing my business and helping me take it to the next level. The support structure enabled me to grow on different levels, from expanding my knowledge to growing in confidence and business decision-making. The grant provided took much of the pressure off me, and the mentoring helped me grow and develop further. I've established a great relationship with my mentor from Slaughter and May, with all the guidance reflected in the direction of my business. Thank you for everything; it means a great deal.

Calum  
Firm Futures participant



## 2.4 NET ZERO LAWYERS ALLIANCE COMMITMENT AND PROGRESS

June 2021 saw the launch of the Net Zero Lawyers Alliance, a legal sector effort that recognises, in line with the best available science, that there is an urgent need to accelerate the transition towards global net zero emissions and for law firms and lawyers to play their part to help achieve the goals of the 2015 Paris Agreement and ensure a just transition.

As a founding member, we are committed to incorporating net zero thinking into all of our legal work, as well as the ways in which we collaborate with the wider legal sector and the training we offer our lawyers. This is to ensure that we are best placed to support our clients in their progress towards net zero.

To help do this, we have carried out an extensive review of what the firm is currently doing in respect of legal advice that supports net zero and addressing climate change, what more can be done, and how we can best accelerate our efforts.

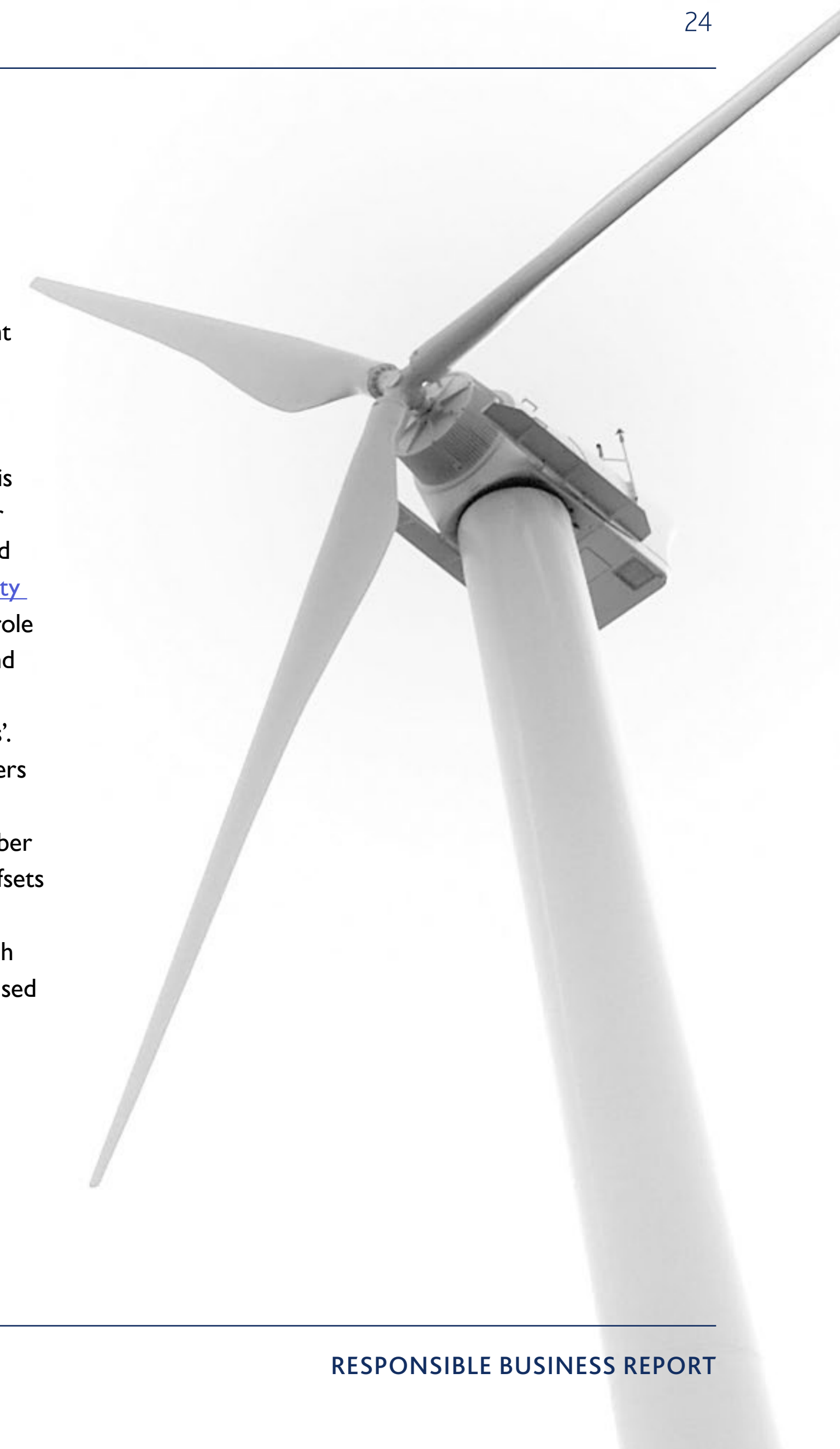
In addition to having a Paris Agreement 1.5°C-aligned emissions target for the firm's operations, we have made commitments in relation to our legal work, including:

- **Working with clients to offer legal services, where possible, that align with and facilitate client decarbonisation goals consistent with net zero**

We have reviewed our advice, precedents and training across all practice areas to ensure our lawyers are best able to facilitate and support our clients' journeys to net zero. This allows us to see more clearly the connections between different areas of legal work and how we can bring these together, along with our own operational experience, to address the expansive challenge and opportunities offered by net zero.

We have identified a wide range of existing advice and materials that are relevant to climate change, as well as opportunities to develop key resources further, which will continuously be under review. We also continue to encourage our lawyers to raise climate change and decarbonisation considerations with new and existing clients when scoping advice where appropriate, and to open up a dialogue about how we can best support these efforts.

Finally, we continue to produce a range of client briefings, events and online content, which are focussed on climate change and ESG more generally. Sharing what we learn through our thought leadership and collaboration activities is part of how we help businesses to make better decisions, not just for them but also society and the environment. For example, our [Sustainability Hub](#) features podcasts on topics such as 'The role of in-house lawyers in shaping ESG strategy' and 'Carbon Capture and Storage and Hydrogen in the UK: Assessing project support frameworks'. Furthermore, our Sustainable Matters blog offers reflections and thought-pieces on the rapidly changing landscape of ESG issues across a number of practice areas, such as converting carbon offsets to cryptocurrency and the role of corporate purpose on boards. We also continue to publish under our Horizon Scanning series a pillar focused on 'Governance, Sustainability and Society'.





“ We recognise we need to walk the talk in order to advise clients credibly on ESG matters. Transparent target setting helps us integrate sustainability so that it becomes part of our everyday culture and how we do business.

Jeff Twentyman  
Partner and Head of Sustainability

- **Implementing lawyer capacity building and training within the firm**

In total, over 3,000 hours of training relating to climate change and ESG have been delivered to lawyers internally, and over 25 relevant training sessions delivered to clients, spread throughout the firm’s practice areas.

We have evolved our legal practice so that we are at the forefront of the latest thinking and, working to the strength of our multidisciplinary model, we have upskilled our lawyers across the firm through our ‘ESG Impact’ series and practice area-specific training.

Each practice area within the firm has been set a target of undertaking relevant training sessions and capacity building exercises per year, in addition to ESG training.

- **Participating in collaborative initiatives aimed at facilitating systemic change in law and legal practice to facilitate transition to net zero**

We continue to be an active member of the Chancery Lane Project, which is a collaborative, open source project offering climate-aligned clauses for use in private contracts.

Over the past year, we have been active in contributing to responses to more than 10 consultations relating to climate change, and as members of relevant industry committees, including the City of London Law Society, IRSG ESG Committee and Financial Markets Law Committee ESG scoping forum.

Each practice area within the firm has been set a target of engaging with relevant projects, initiatives and industry-wide collaboration efforts where possible (including private sector initiatives, industry bodies, government consultations, engagement with regulators, and other working groups) each year.



## 2.5 MANAGING OUR SUPPLY CHAIN

Price is not our only driver when selecting suppliers and we are committed to upholding an ethical supply chain. We tend to foster long-term relationships with our first-tier suppliers and avoid making demands that might lead to them violating human rights or harming the environment.

We recognise the influence we can have on suppliers and the role we can play in encouraging innovation, driving positive change and increasing collaboration. Therefore, we are taking a collaborative approach when working with suppliers, and have used the Ten Principles as a framework when assessing suppliers’ alignment with our values.

### SUSTAINABLE PROCUREMENT PROGRAMME

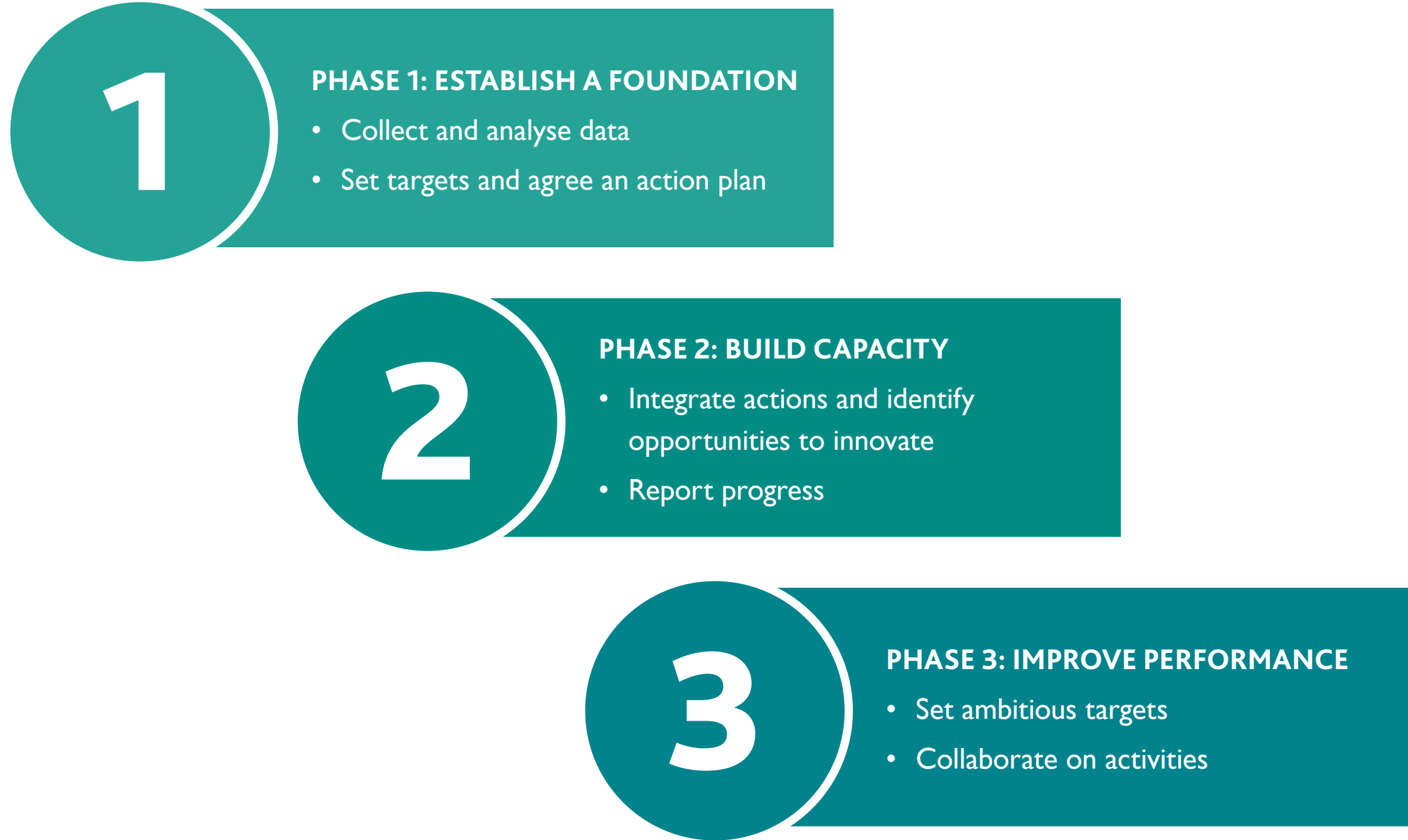
We established a sustainable procurement programme to embed responsible business into our supply chain. Its aim is to help us to build a comprehensive understanding of our supply chain’s social and environmental impacts, and to work with our existing key suppliers to improve their performance in line with our own ambitions on climate, human rights and diversity and inclusion.

The programme builds on the standards set out in our [Supplier Code of Business Conduct](#) and the thorough screening process we use to assess a supplier’s approach to their responsible business strategy and activities. It is crucial to achieving our own commitments. For example, our scope 3 emissions from purchased goods and services make up 35% of our total carbon footprint, so it is imperative we address our suppliers’ environmental performance in order to meet our own carbon reduction commitments.

We aim to work *with* suppliers to improve their social and environmental performance, and we have created a phased approach to achieve this.

For the programme to meet its objectives, it is important to build the capabilities of contract managers in understanding the issues, the commitments we have made and the expectations they should have on their suppliers. We started with a practical training session and discussion with contract managers, which covered modern slavery and fair employment practices, environmental performance, diversity and inclusion and the value of a diverse supply chain.

### OUR SUPPLIER ROADMAP – HOW WE WORK WITH EXISTING SUPPLIERS





Our process involves asking existing suppliers to complete a questionnaire, which aims to identify how advanced they are across key responsible business areas. This enables us to identify which suppliers should be prioritised, after which we work with those suppliers to agree which targets and actions can be set and improved over an agreed timeframe.

In addition, our annual Supplier Symposium invites representatives from our key suppliers to join a series of sessions in which we bring to life our values and the expectations for any business that works with us. These sessions are an effective tool to gain buy-in from our suppliers about not only what we want them to do, but also why. We talk about our commitment to the UN's Ten Principles and the SDGs, as well as our ambitious target to become net zero.

### MODERN SLAVERY

We are proactive in our responsibilities to mitigate unfair employment practices in our supply chain,

including modern slavery. We are required by UK law to publish on our website [a statement](#) about how we ensure that slavery and human trafficking is not taking place in our supply chains. It is important to us not just to publish a statement, but to make it meaningful and to treat it as a live issue that needs active engagement across our business. For example, we deliver training to our senior management team as well as those of our employees who have responsibilities in relation to engaging the firm's suppliers. This covers not only the offences in the Modern Slavery Act, but how to go about evaluating suppliers and mitigating risks within supply chains. Our aim is to raise awareness of the issues and increase informed scrutiny.

In line with Principle 4 – the elimination of all forms of forced or compulsory labour, we are explicit in our [Supplier Code of Conduct](#) that suppliers must adopt practices that prohibit slavery or servitude, forced or compulsory labour and child labour. We demand that they should not engage in any practices

that are known to contribute to the risk of modern slavery, for example, by charging workers recruitment fees or retaining identity documents. These issues are investigated as part of our screening process and we include clauses in contracts with key suppliers to ensure they adhere to high standards in relation to addressing risks of modern slavery.

### LIVING WAGE APPROACH

While we are a living wage employer ourselves, we also require contractors such as our cleaners and catering staff based onsite to be paid, at a minimum, the real living wage. This year we have also reviewed our supplier questionnaires as part of our sustainable procurement programme and asked them to tell us about their approach to zero hours contracts, working hours and cancelling shifts at short notice.

“ We talk to suppliers about things that are important to us, like their carbon reduction commitments, how they treat their employees and their approach to addressing modern slavery. This is a key part of our sustainable procurement approach as we aim to improve the social and environmental performance of our supply chain.

Mike Ryan  
Head of Supplier and Contract Management

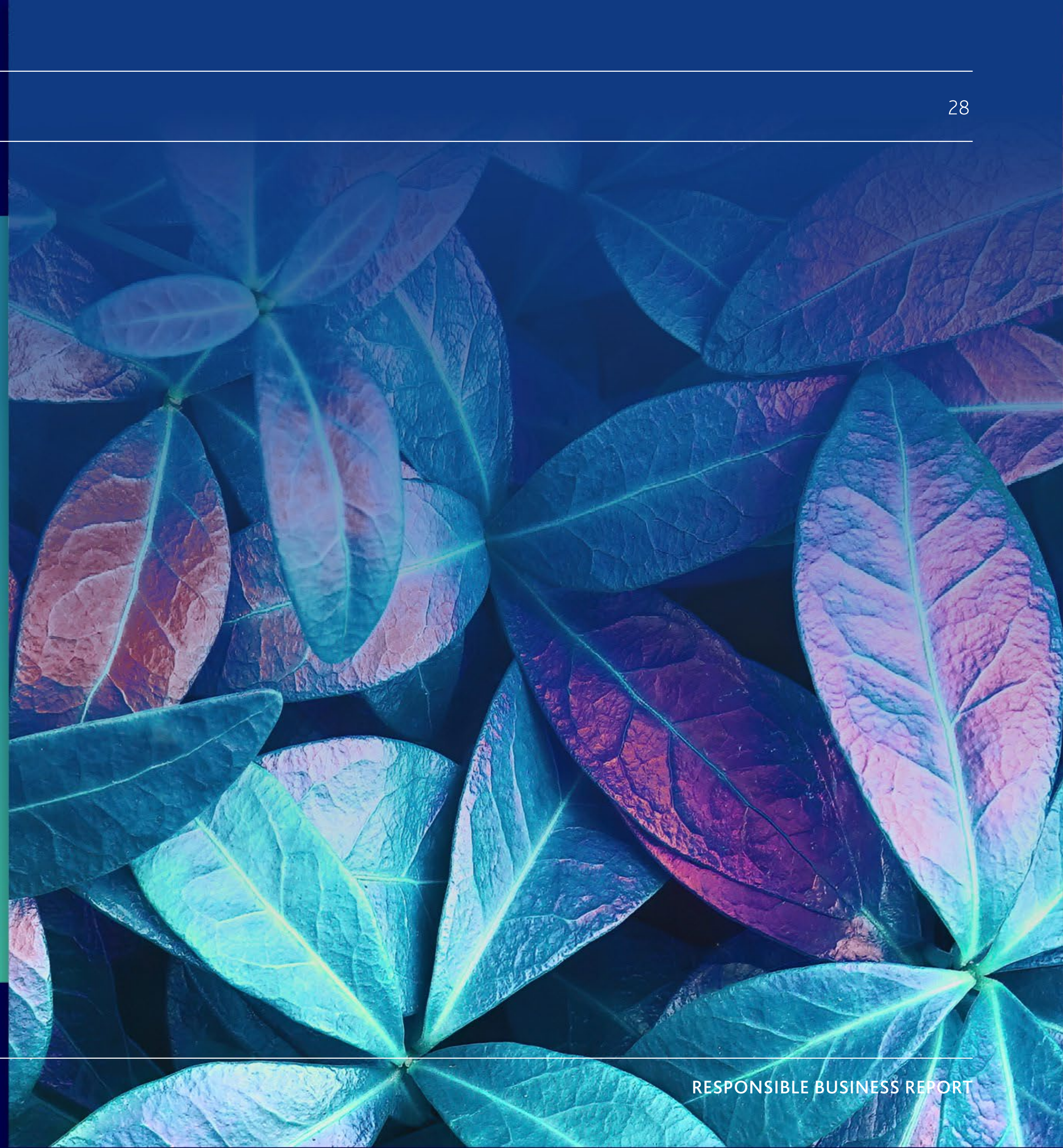




3

# Environmental impact

- 3.1 EMISSIONS TARGETS AND PROGRESS .....30
- 3.2 SUSTAINABLE CONSUMPTION .....34





OUR ENVIRONMENTAL PERFORMANCE






### 3.1 EMISSIONS TARGETS AND PROGRESS

In line with Principles 7, 8 and 9 under the UN’s Ten Principles, we have a long history of taking a precautionary approach to environmental challenges in the context of our business. We have been actively undertaking initiatives to promote greater environmental responsibility and we have adopted technologies to improve our environmental performance. But for us, we want to go further and be transparent about the targets we have set ourselves:

Receiving validation from the Science Based Targets initiative (SBTi) for our commitment to achieve both near and long-term decarbonisation targets builds on our ambitious 2020 commitment to reduce our emissions by 50% by 2030 from a 2018 base year.



**SDG AMBITION BENCHMARK:**

Science based emissions reduction in line with a 1.5°C pathway

0%

**NET ZERO TARGET:**

to reach net zero greenhouse gas emissions across our value chain by 2040

50%

**NEAR-TERM TARGET:**

to reduce our absolute scope 1, 2 and 3 greenhouse gas emissions by 50% by 2030

90%

**LONG-TERM TARGET:**

to reduce our absolute scope 1, 2 and 3 greenhouse gas emissions by 90% by 2040

Our net zero target has a tangible, science-based impact that effects real change in terms of a reduction of our global emissions, both Scope 1 and 2 emissions from our direct operations, such as energy use, and our indirect Scope 3 emissions, which include our purchased goods and services, business travel, commuting, waste and water among other elements.

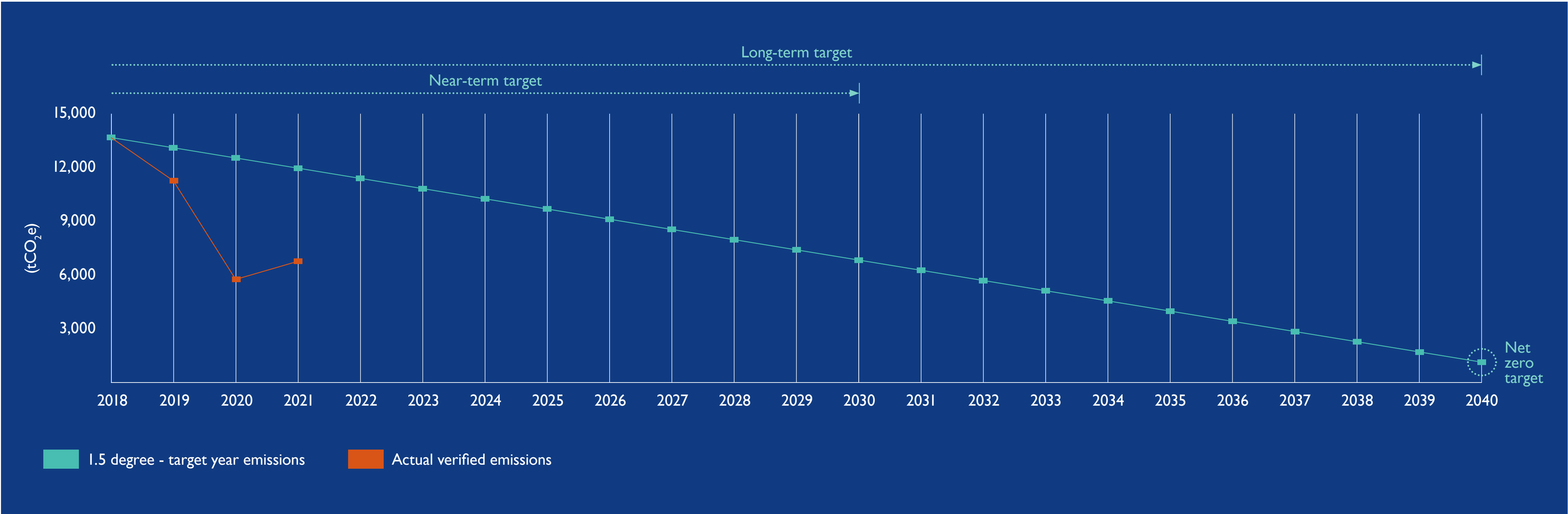


It is great to see the firm taking a lead on decarbonising its business, setting ambitious science-based targets and making real changes to reduce our emissions. SBTi's validation means a lot. It demonstrates to our people, our clients and our communities that we are on the right track towards meaningful net zero.

Jill Hoseason  
Chief Operating Officer



PROGRESS TOWARDS OUR CARBON REDUCTION TARGETS

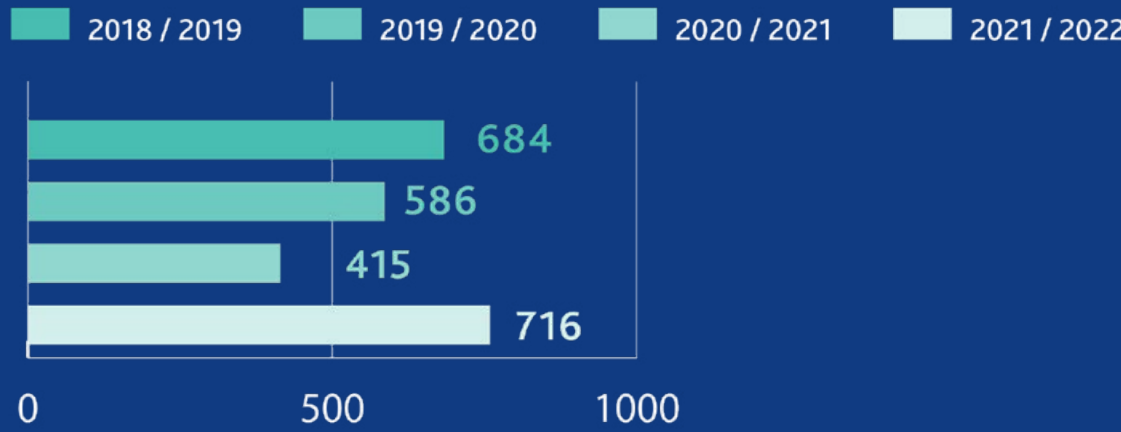




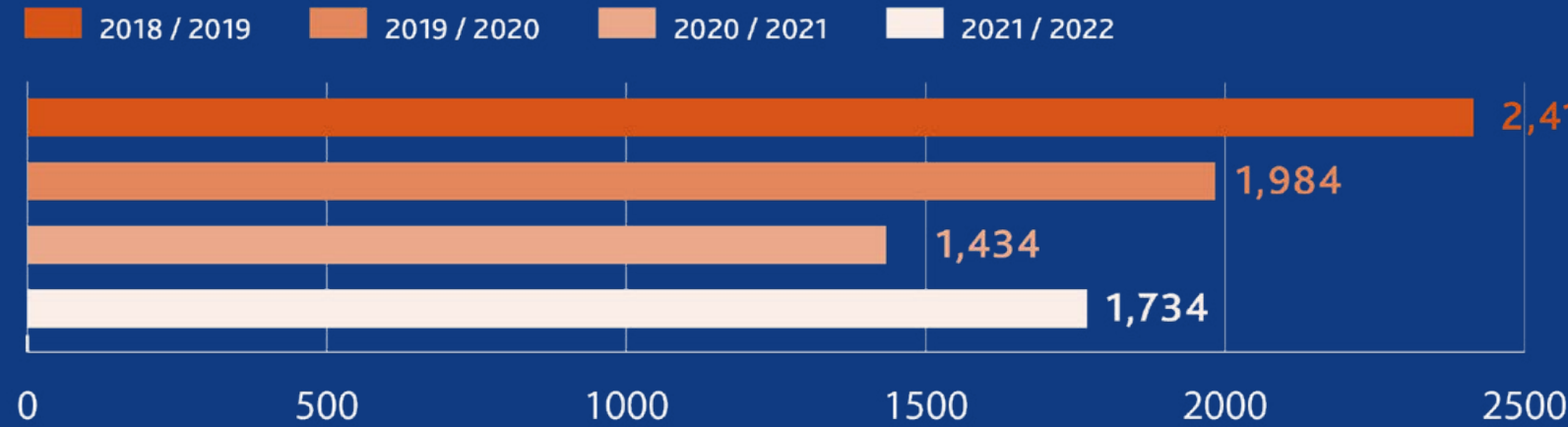
# REDUCING EMISSIONS (tCO<sub>2</sub>e)

## Totals tCO<sub>2</sub>e London and International

### SCOPE 1 - Natural gas, diesel and refrigerants

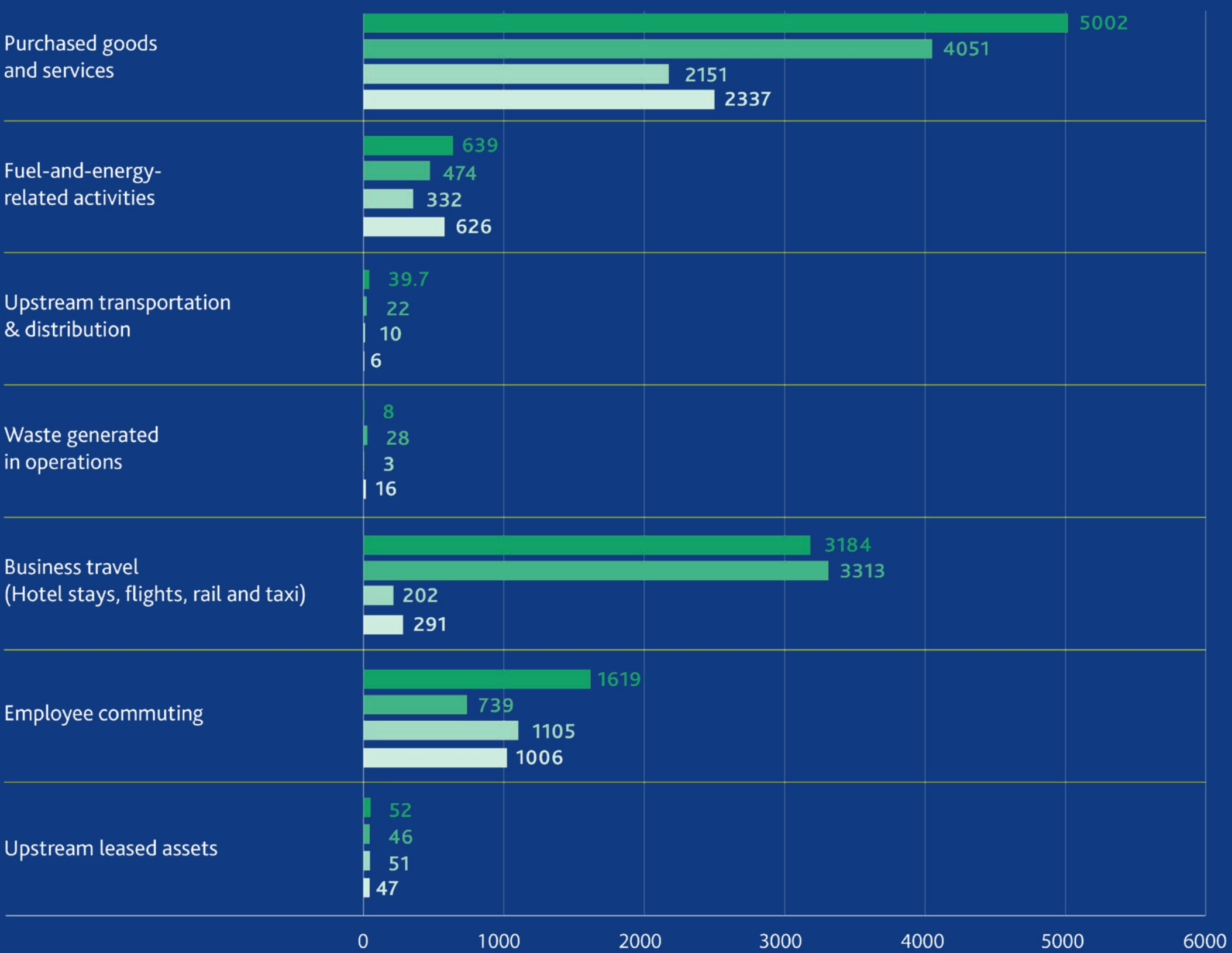


### SCOPE 2 - Purchased electricity consumption (location based)



# SCOPE 3

2018 / 2019 2019 / 2020 2020 / 2021 2021 / 2022





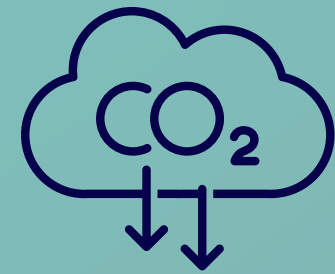
## CASE STUDY

### ROAD TESTING SBTI'S NEW NET-ZERO CORPORATE STANDARD



In 2020, we were the first law firm to receive approval from the Science Based Targets initiative ('SBTi') for our carbon emissions reduction target. This year, we have again been the first law firm to receive validation from SBTi for our net zero emissions target against their new Net-Zero Corporate Standard.

The Science Based Targets initiative guides organisations in setting targets. Last summer, the firm supported the development of the first global science-based corporate net zero standard, joining around 80 other companies to support the development through a road test, both by trialling the target modelling tool and through feeding back on the associated guidance. The SBTi launched the Net-Zero Corporate Standard during COP26 as the world's first framework for corporate net zero target setting in line with climate science. The standard requires deep decarbonisation cuts of 90-95% of absolute emissions by 2050 at the latest.



**WE ARE COMMITTED  
TO REDUCING OUR  
GREENHOUSE GAS  
EMISSIONS BY**

**50%  
BY 2030**

It builds on the commitment that we and many of our clients have already made to science-based targets, many of which are aligned with a 50% reduction by 2030 from a chosen base year. The Standard raised the ambition further, and the requirements for targets and action in both the near and longer-term is likely to become a benchmark for companies to reach.

The Standard is a significant step forward in corporate carbon emission target setting and another leap towards halting global temperature rise to 1.5 degrees.

Last year we also collaborated with SBTi to produce a video on '[Five things you should know about setting science-based targets](#)', which featured both an inward look at our own journey as well as how we can potentially advise clients on theirs.

“ Having participated in the road test, we are proud to be the first law firm to have our science-based net zero target approved by the Science Based Targets initiative (SBTi). If we are to reach net zero by 2050, we must set ambitious, transparent science-based targets and take urgent action to reduce our emissions now.

We welcome the SBTi Net-Zero Corporate Standard, which provides a common, robust, and science-based understanding of net zero.

Helen Clark  
Head of Environmental  
Sustainability



## 3.2 SUSTAINABLE CONSUMPTION

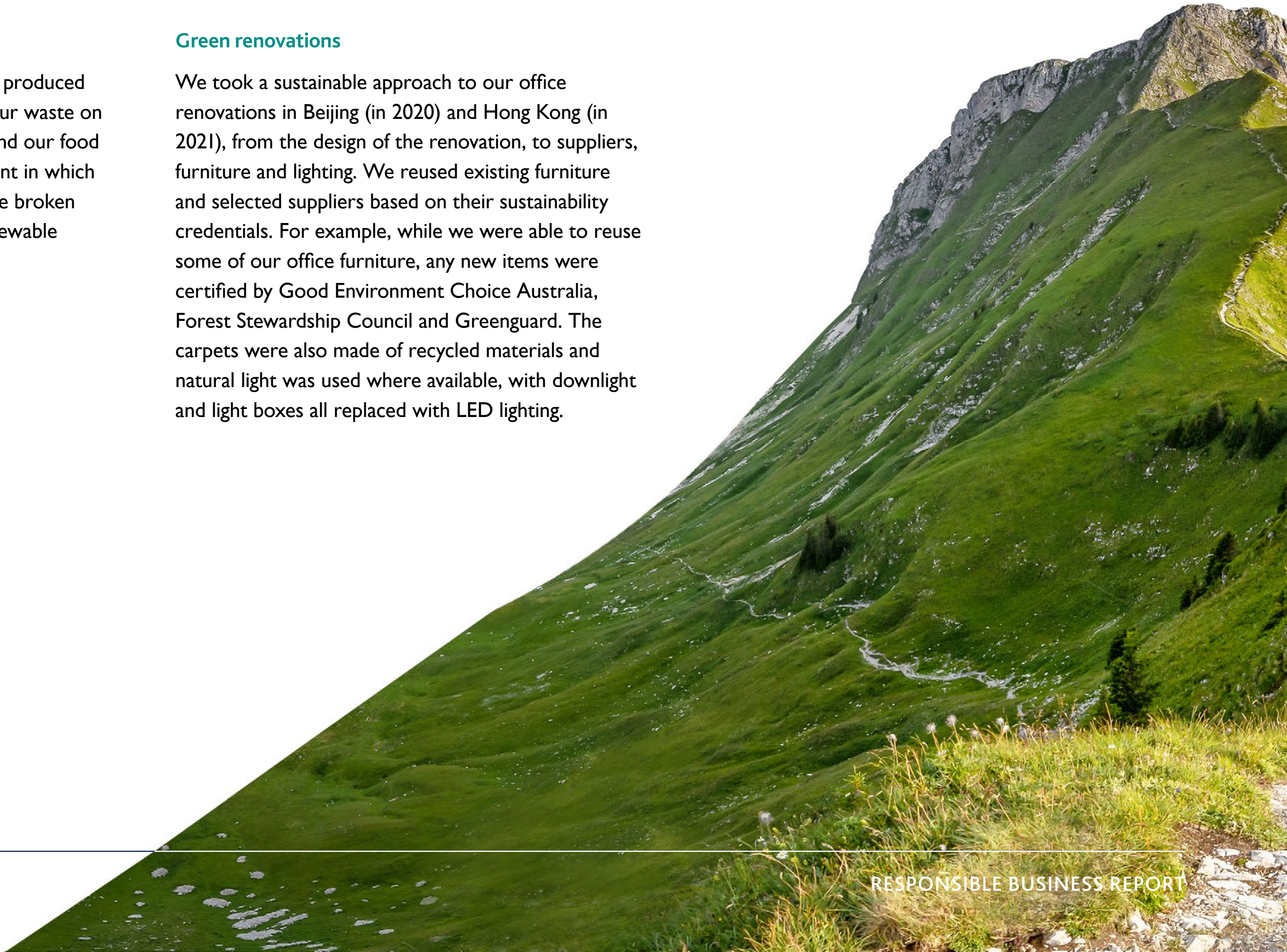
Sustainable consumption has been an important work stream under our environment strategy for many years and is one of the ways we address SDG12, responsible consumption and production. We go to great lengths to reduce, reuse and recycle materials wherever possible, and are focussed on moving our resource use to a circular model. We also ensure there is minimal chemical use in our operations, and use a natural water-based commercial cleaning system in our cleaning regime. This work is supported by our One Earth employee network, which provides a forum for like-minded colleagues to share ideas on how to introduce sustainable alternatives into their lifestyles. We also raise awareness amongst employees about the importance of reducing waste and how they can take an active approach in supporting our waste-reduction initiatives.

### Waste

We recycle, on average, 93% of the waste produced in our London office. We currently sort our waste on site to maximise recycling opportunities and our food waste is sent to an anaerobic digestion plant in which food waste and other organic materials are broken down by micro-organisms to produce renewable energy and a nutrient-rich biofertiliser.

### Green renovations

We took a sustainable approach to our office renovations in Beijing (in 2020) and Hong Kong (in 2021), from the design of the renovation, to suppliers, furniture and lighting. We reused existing furniture and selected suppliers based on their sustainability credentials. For example, while we were able to reuse some of our office furniture, any new items were certified by Good Environment Choice Australia, Forest Stewardship Council and Greenguard. The carpets were also made of recycled materials and natural light was used where available, with downlight and light boxes all replaced with LED lighting.





Community engagement

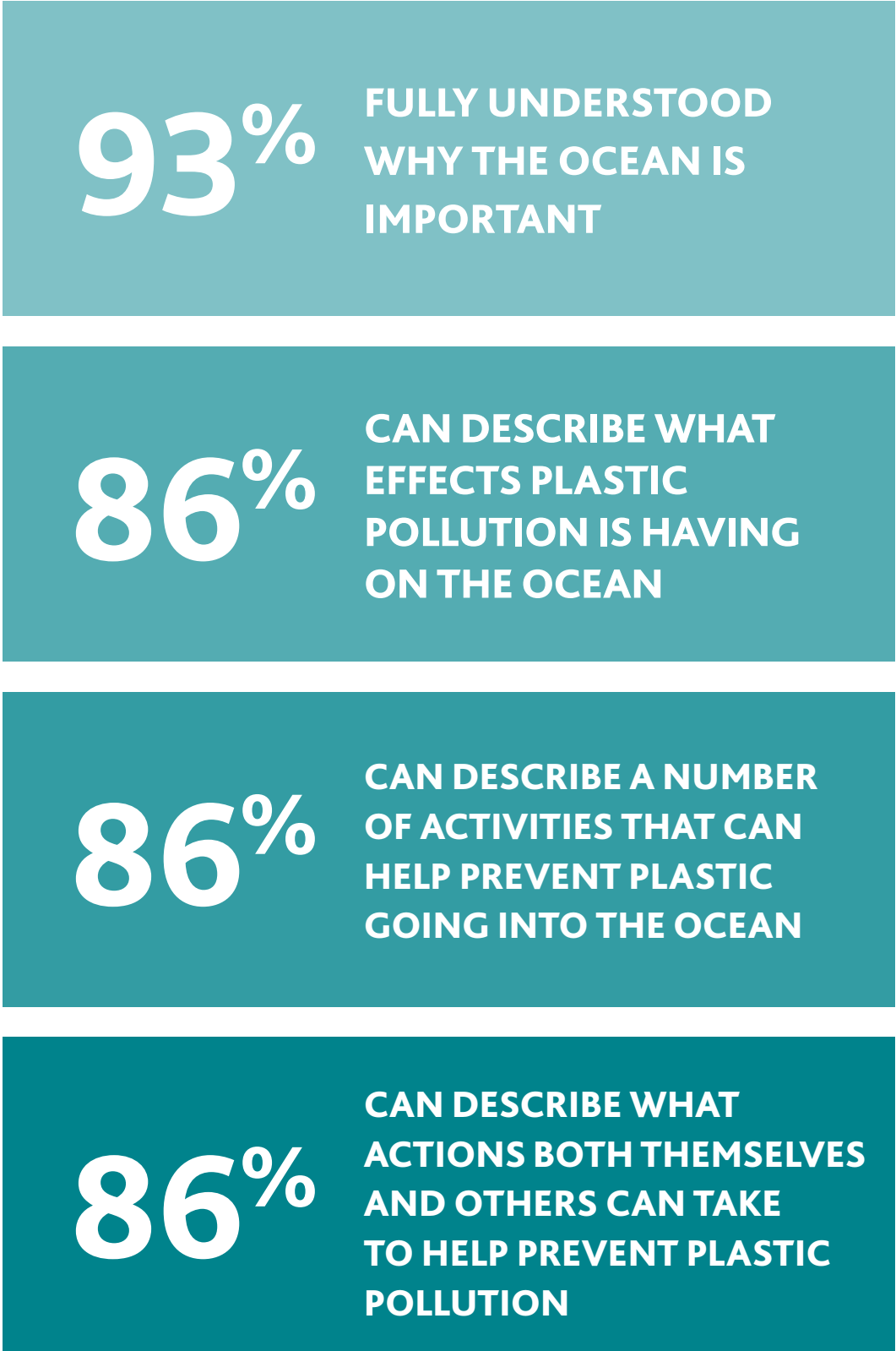
Combining an opportunity to engage employees as well as our community on plastic pollution and SDGI2, we created an initiative through partnering with education charity Young Citizens and eXXpedition, a non-profit that uses all-female voyages to explore the impact of, and solutions to, plastic and toxic pollution in our ocean. The initiative is a legacy from our sponsorship of eXXpedition Round the World 2019-21.

The first aspect of the initiative, which we launched in early 2020, is a series of classroom-based lessons that are aligned to the curriculum. The resources are designed to introduce primary school pupils to the issue of plastic pollution and empower them to take an action on the issue. They are available for teachers to download and deliver, and have seen over 500 downloads to date, reaching an estimated 46,000 pupils across the UK.

As an extension of the initiative, we also adapted the resources so that they could be delivered by employee volunteers in the classroom. A team of volunteers take pupils through a series of activities to explore how important the oceans are and the impact plastic is having on them. They investigate what plastic is, why it is so widely used and what is currently being done to tackle plastic pollution. They are also asked to identify what skills and attributes they have that could be used to have a positive impact on the world around them and how to encourage their friends, family and communities to become part of a movement for change.

With a two year delayed launch as a result of the pandemic, we ran our first Plastic Pollution workshop with employee volunteers at St Luke’s Primary School in Islington, London in March 2022. An evaluation of the workshop shows it has a positive impact. Following the success of the pilot, we are rolling out the workshop to other schools.

Pupils reported that as a result of the workshop:



All teachers backed this up and agreed with the impact on students:





## PLASTIC POLLUTION WORKSHOP







### Impacting change though pro bono

Alongside continuing to make progress within our own operations, we have been able to use our influence and core capabilities to support organisations working to make positive change in relation to SDG12.

We provide pro bono advice to The FlipFlopi Project, an East African movement for change whose mission is to end single use plastic and inspire a plastic-reuse revolution through positive storytelling, education and advocacy. The FlipFlopi sailing dhow was built with waste plastic collected from the beaches and roadsides in Kenya and, since 2019, has undertaken a series of expeditions in the region in order to bring widespread awareness to the harmful effects of single-use plastics and to catalyse the development of locally-grown solutions, including the practice of plastic boat building. We advise them on their legal structuring, operational and expansion needs, including their contractual arrangements as part of the UK FCDO funding.

Since its launch in 2018, we have provided ongoing pro bono legal advice for the 'Drink Without Waste' initiative, which aims to find solutions to reduce waste from beverage consumption in Hong Kong. A broad coalition of drink producers, bottlers, retailers and recyclers, the initiative has recommended significant changes to the industry, with a pledge to work towards 70-90% recovery rates for PET containers and liquid cartons by 2025. To date, our lawyers have advised the working group on various aspects, including competition law, the incorporation of two new legal entities and general commercial law advice.



4

# Impact as an employer

- 4.1 A PROGRESSIVE EMPLOYEE EXPERIENCE ..... 40
- 4.2 RAISING THE BAR ON DIVERSITY AND INCLUSION ..... 44
- 4.3 SOCIAL MOBILITY IMPACT ..... 58



Looking to how we act as an employer includes our work to provide a supportive, inclusive workplace with a focus on continuous learning and development. Embedded throughout is our commitment to upholding the principles of labour and human rights through Principles 1-6, and our alignment with SDG5, gender equality and SDG10, reduced inequalities.

8

DECENT WORK AND ECONOMIC GROWTH



SDG AMBITION BENCHMARK:

100% of our employees across the firm, and contractors based on site, earn a living wage

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



FOSTER AN INCLUSIVE CULTURE AND ATTRACTIVE EMPLOYEE EXPERIENCE TO ATTRACT, RECRUIT AND RETAIN HIGH CALIBRE, DIVERSE PEOPLE



DRIVE A HIGH PERFORMANCE CULTURE ACROSS THE FIRM BY DEVELOPING THE PERFORMANCE OF INDIVIDUALS AND TEAMS




ENHANCE THE WORKING LIVES AND WELLBEING OF OUR EMPLOYEES AND ENABLE THEM TO BE THE BEST THEY CAN

“ Our people are our greatest asset. What drives us all is a passion to deliver excellence whilst being part of a culture that enables everyone to be open and honest. It's crucial for us to continue to adapt to the needs and priorities of our people, for instance, with support for flexible working, wellbeing, mental health and working families.

Kate Webb

Head of HR Advisory and Resourcing





## 4.1 A PROGRESSIVE EMPLOYEE EXPERIENCE

The nature of the work we do in a fast-paced, high performance environment, where our reputation for service excellence sets us apart, can be demanding on our people, particularly those in fee-earning roles. We aim to offer a great place to work and continue to build a workplace in which our people can thrive.

Some of the defining features of our culture can be seen in the way that we support each other, by respecting autonomy and trusting our people. We place the emphasis on getting work done on time and to standard. We have no billing or hours targets, there is no 'face-time' culture and we have a strong culture of mentoring and collegiality.

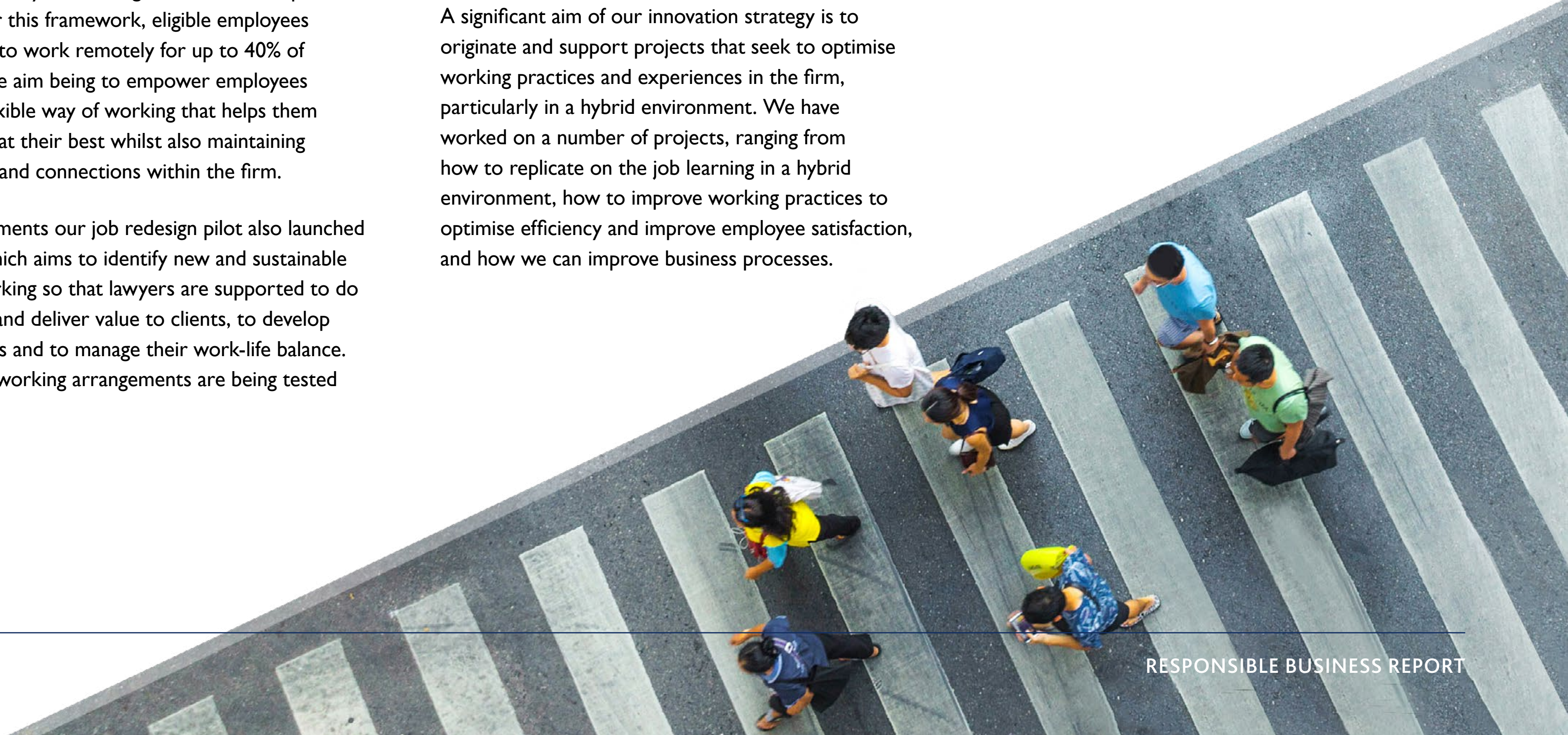
We try to do things right, with honesty, integrity and consideration. People often talk of the sense of belonging here at the firm, and while it is hard to pinpoint exactly where this comes from, we think that the loyalty we show our people is an important factor.

One of our key focus areas this year has been how we can support each other to unlearn habits that many of us fell into during the pandemic. This might have been the blurring of boundaries between work and home, or a lack of opportunity to connect with others and collaborate in-person. This led us to adopt a new way of working framework in September 2021. Under this framework, eligible employees can choose to work remotely for up to 40% of the time, the aim being to empower employees to find a flexible way of working that helps them to perform at their best whilst also maintaining our culture and connections within the firm.

This compliments our job redesign pilot also launched last year, which aims to identify new and sustainable ways of working so that lawyers are supported to do their work and deliver value to clients, to develop their careers and to manage their work-life balance. Three new working arrangements are being tested

across all practice groups for the next 12 months, during which we continue to review progress. The pilot is innovative because the working arrangements have been designed around the context and constraints of our business model, without compromising client experience or individual career advancement.

A significant aim of our innovation strategy is to originate and support projects that seek to optimise working practices and experiences in the firm, particularly in a hybrid environment. We have worked on a number of projects, ranging from how to replicate on the job learning in a hybrid environment, how to improve working practices to optimise efficiency and improve employee satisfaction, and how we can improve business processes.







## WE OFFER SUPPORT AND BENEFITS TO WORKING PARENTS ON A GENDER NEUTRAL BASIS

### SUPPORT FOR WORKING FAMILIES

We are all continuing to adapt to changes in work, family and personal responsibilities as we recover from the broader impact of the pandemic, and we continue to be adaptive to support working families. Highlights include:

- To help manage work-life balance and provide flexibility for working parents and carers, we now provide a back-up care policy, which provides up to five days of cover when an employee's existing care arrangements for their children or adult dependants are not available, or emergency cover is needed.
- Responding to feedback from our employees, our private healthcare insurance now offers assisted fertility options and support (for eligible members).
- We offer support and benefits to working parents and those with dependents and continue to review our policies to ensure they best support our people. Our enhanced family leave package is for all eligible employees, whether they are taking maternity, shared parental, surrogacy or adoption

leave, to enable them time to spend with their families. We also provide coaching to employees taking a period of family leave, and support before, during and on their return to work through a 'new parent buddy scheme'.

- Working alongside the charity Sands (the stillbirth and neonatal death charity), we developed a baby loss and child bereavement policy, which outlines the support available for our employees who experience the loss of a pregnancy or a child.

### WORKPLACE WELLBEING AND MENTAL HEALTH

Normalising the conversations around wellbeing and mental health is an essential part of ensuring that we have a resilient workforce and a supportive workplace that takes into consideration the concerns and wellbeing of every employee. Recognising the impacts from the pandemic, and very much aligned to SDG3, good health and wellbeing, we ensure that resources and services continue to be available to employees, with some moving to virtual accessibility when restrictions have prevented in-person support.

For example, we implemented digital GP services and an online fitness app through our gym provider. We are continuing to develop and refine a robust system of support and resources.

Our wellbeing strategy includes measures and initiatives to help those in crisis, as well as early intervention to help prevent people from reaching that point. It aims to ensure employees can navigate and access all the resources available to them. As a result of the steps we have taken to support our employees' mental health, we were 1% off a 'health creating' score (the highest available) as part of our Thriving at Work assessment with City Mental Health Alliance in 2021.

Some of our initiatives are highlighted on the next page.



HIGHLIGHTS FROM OUR MENTAL HEALTH AND WELLBEING INITIATIVES

We run an active campaigns and events schedule to encourage positive mental health strategies. For example, the theme of Mental Health Awareness Month in 2022 was loneliness and our employee mental health network, Thrive, organised a variety of virtual and in-person events including talks by renowned advocates and psychologists, a podcast with employees discussing imposter syndrome and practical workshops delivered by our charity partner Talk for Health.

On Time to Talk Day in February this year, we marked the day and encouraged employees to talk about their mental health and take time to listen to, understand and support each other.



Our group of 'Listeners' around the firm support everyday conversations about mental health by providing an opportunity for employees to talk to someone at an early stage, before pressure builds up or spirals out of control. Listeners are volunteers who are trained to listen and signpost employees to resources and assistance available through the firm. The role sits alongside our qualified Mental Health First Aiders.



We partner with Unmind, a digital scientifically-backed mental health and wellbeing platform that offers our employees various toolkits for building better habits to help enhance individual relaxation, focus, energy and mood. Accessible from a smartphone or laptop, around 50% of the firm are now registered on the platform.



We are founding members of the City Mental Health Alliance and continue to actively engage through our London and Hong Kong offices.

We provide counselling for employees through our confidential Employee Assistance Programme ('EAP') and private medical insurer.







### Supporting disabilities and long-term health conditions

As signatories to the Valuable 500, a global movement calling on organisations to place disability inclusion on their leadership agendas, we are committed to ensuring that all of our employees are able to achieve their potential. Ultimately we want to level the playing field so that everyone has the opportunity to thrive.

We recently launched our disability and health network, Empowered, which represents those with visible and hidden disabilities, neurodiversity, long-term health conditions, carers and allies. It is a forum in which employees can share their experiences and advice, as well as to help raise awareness of disability and health inclusion across the firm. We want everyone to feel empowered to bring their whole selves to the workplace.

### Pro bono focussing on disabilities and health conditions

We work with a collaboration of four law firms to support Access Social Care in delivering free legal support to people with social care needs, helping them achieve a better quality of life. Social Care is a term that describes all forms of personal care and practical assistance for children, young people and adults who need extra support, whether that be due to learning or physical disabilities, illness or old age. Volunteers from the firm provide legal advice to individuals with disabilities being denied the right to social care support.

We advise Love 21, a charity that supports the Down syndrome and autistic community in Hong Kong. Our lawyers provided general legal advice including reviewing and drafting agreements on areas, such

as privacy issues and volunteer agreements and conducting research on obtaining necessary licenses for fundraising.

Body Banter, is a non-profit that empowers people to talk openly about body image and mental health. They deliver workshops and talks across schools in Hong Kong, the US and Canada, reaching over a thousand students and parents. We provide them with ongoing pro bono legal advice, which has included advice on their constitutional documentation and corporate authorisations, and have helped them apply for charitable status in Hong Kong.




**WE RECENTLY LAUNCHED  
OUR DISABILITY AND  
HEALTH NETWORK,  
EMPOWERED, WHICH  
REPRESENTS THOSE  
WITH VISIBLE AND  
HIDDEN DISABILITIES,  
NEURODIVERSITY, LONG-  
TERM HEALTH CONDITIONS,  
CARERS AND ALLIES**



4.2 RAISING THE BAR ON DIVERSITY AND INCLUSION

Diversity and inclusion is an integral part of how we do things as a firm. We believe that an inclusive workplace drives collaboration and enhances business performance. And it is about creating an environment where everyone can feel valued, included and able to be themselves.




Ranked 8th in the 2022 Stonewall Top 100 Employers' Index

This annual submission covers a detailed analysis of organisations' LGBTQ+ inclusion activity by Stonewall.


Our partner promotion targets

| TARGET   | PROGRESS   |
|--|--|
| <p>40%</p> <p>In the 10 years to 2027, a minimum of 40% of the firm's equity partner promotions globally will be women</p> <p>We are tracking the number in two five year cohorts from 2018 until 2027</p> | <p>37.5%</p> <p>The average number of female partner promotions over the past five years is 37.5</p> |
| <p>15%</p> <p>Between May 2020 and April 2025, a minimum of 15% of equity partner promotions in London and Brussels will be from ethnic minority backgrounds</p>   | <p>21%</p> <p>The average number of ethnic minority promotions since 2020 is 21%</p>                 |



Ranked 27th in the 2021 Social Mobility Employers Index

Created by the Social Mobility Foundation in the UK, employers are ranked on the actions they are taking to ensure they are open to accessing and progressing talent from all class backgrounds.



CMHA Thriving at Work Accreditation 2021 – Excelling

The City Mental Health Alliance (CMHA) assessment aims to help organisations measure their progress as they work to build mentally healthy workplaces. In February 2021, we were awarded the Excelling Accreditation for the second year running.

Key activities

- A focus on achieving our gender and race action plans throughout the employee lifecycle of recruitment, retention and progression
- Encouraging everyday inclusion through our interactions and supporting our people on how to speak up when witnessing non-inclusive behaviours, and call in the contribution of colleagues
- Embedding our social mobility strategy and ensuring progress
- Collaborating on racial inclusion across the legal sector to make long-term, more meaningful change through two new entities, the Black Equity Organisation (BEO) and Legal CORE
- Supporting LGBTQ+ inclusion in the workplace
- Encouraging an ongoing dialogue through, and with, our nine diversity employee networks



OUR STRATEGY

We believe that an inclusive and diverse workplace is critical to driving collaboration and enhancing business performance. We know that the different backgrounds and viewpoints of our people enable us to make better decisions as a firm and enable us to better advise our clients too, not least in coming up with more thoughtful solutions to the increasingly complex and multi-faceted issues that they face. We also recognise that inclusivity and diversity is key to our culture: if our workforce feel able to bring their whole selves to work, they will ultimately feel happier and more valued, which will lead to them thriving and being more productive.

Aligned to Principle 6, which expects businesses to uphold the elimination of discrimination in the workplace, our inclusion and diversity strategy focuses on increasing equity and fairness for women and under-represented groups as categorised under the Equality Act in the UK, both in the workplace

and across our spheres of influence as a firm. This is an integral part of how we operate and effects everything we do. We drive this through the firm under SDGI0, reducing inequalities and SDG5, gender equality, and make every one of our people accountable for delivering on this strategy.

Our objectives are to:

- 1. enhance the retention and promotion of talent, with a focus on women and diverse groups, supported by our partner promotion targets;
- 2. drive personal accountability by equipping our people with the skills to lead and work together inclusively; and
- 3. engage clients and employees in a more meaningful way to improve their experience of diversity.

Our strategy comprises four strands:

|  |   |
|--|---|
| <div>1</div> <div><b>COMMUNICATING COMMITMENT AND LEADERSHIP INTERNALLY AND EXTERNALLY</b></div> <div>Visibly taking action allows us to demonstrate that we are committed to delivering change. Accountability for diversity and inclusion sits with our senior leadership team, with nominated partners taking the lead. We have in place four partner-led working groups on race fairness, gender balance, social mobility and flexible working.</div> | <div>2</div> <div><b>OBJECTIVITY AND FAIRNESS IN OUR PROCESSES AND PRACTICES</b></div> <div>We assess our culture, processes and policies through the lens of diversity characteristics to make adjustments to the workplace experience and eliminate bias to create an objective and fair work environment. We take a data driven approach, tracking and analysing our diversity data to assess the experience of different groups at key stages in their career with the firm, with a specific focus on gender, ethnicity, social mobility, LGBTQ+ and disability.</div> |
| <div>3</div> <div><b>PROMOTING INCLUSIVE CULTURE AND BEHAVIOURS</b></div> <div>We promote inclusive behaviours to create an environment where everyone can thrive and feel a responsibility to contribute to an inclusive culture.</div>  | <div>4</div> <div><b>WORKING WITH DIVERSE INDIVIDUALS TO OFFER MENTORING, ACCESS TO DIVERSE ROLE MODELS AND LEADERSHIP PROGRAMMES</b></div> <div>We offer external and internal mentoring opportunities at all levels to access confidential career advice from a senior business leader and access to targeted leadership development programmes.</div>   |



DIVERSITY AND INCLUSION  
PROGRESS AND IMPACT

We chart our progress in the following pages against our strategy and public commitments we have made. As founding signatories to the Race Fairness Commitment in 2020 we are required to report publicly on the progress we have made against signatory obligations. The commitment requires a number of workplace changes to be put in place to enhance the experience of fairness in the workplace and to share data in order to identify and address the points of divergence in the career paths and outcomes of ethnic minority individuals compared to their White peers.

Partner promotions

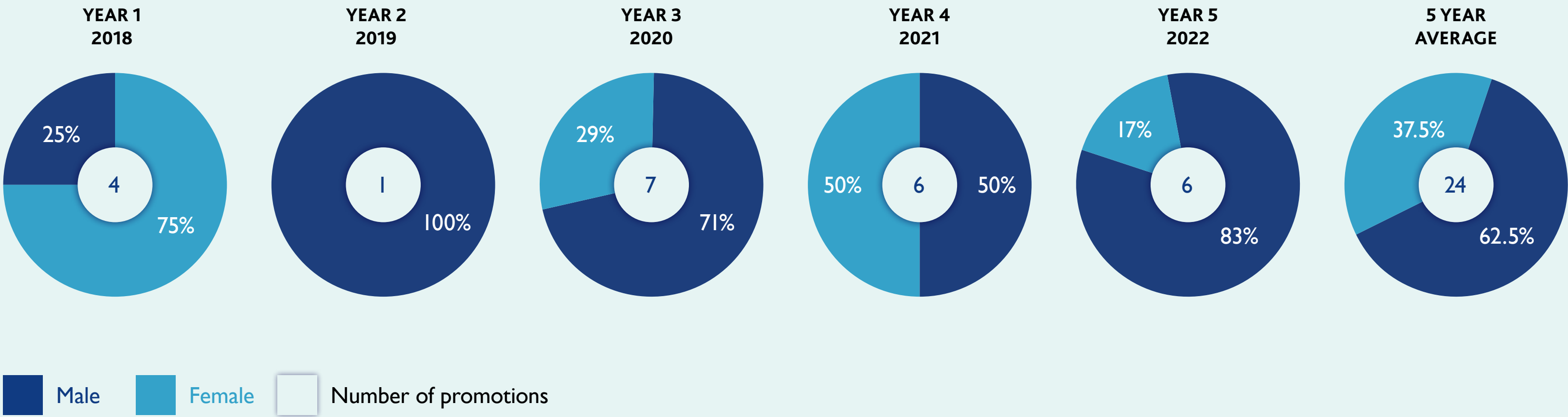
In May 2021, we publically announced two ambitious targets at partner level that have board-level oversight. Whilst there has been some progress made towards achieving the targets, we recognise there is still much work to be done and continue to review and refine our plans to ensure their effectiveness. By reporting our progress we are holding ourselves accountable and being transparent for the outcomes which are essential to driving meaningful change at the firm.

GENDER

Target

In the 10 years to 2027, a minimum of 40% of the firms equity partner promotions globally will be women. The targets will be tracked in two five year cohorts 2018 - 2022 and 2023 - 2027.

Progress - first five year cohort





We have made progress in recent years, increasing the number of women on the board and across Business Services senior leaders. This underscores our commitment to achieving diversity at the highest level.

LEADERSHIP FIGURES AS OF 1 MAY 2022

**24%** of our global partnership is made up of women

**22%** of our London and Brussels partnership is made up of women

**37.5%** of promotions to partnership over the last five years on average have been women

**75%** of our Business Services senior leaders are women

**64%** of our partnership board is made up of women

**47%** of our operating committee is made up of women



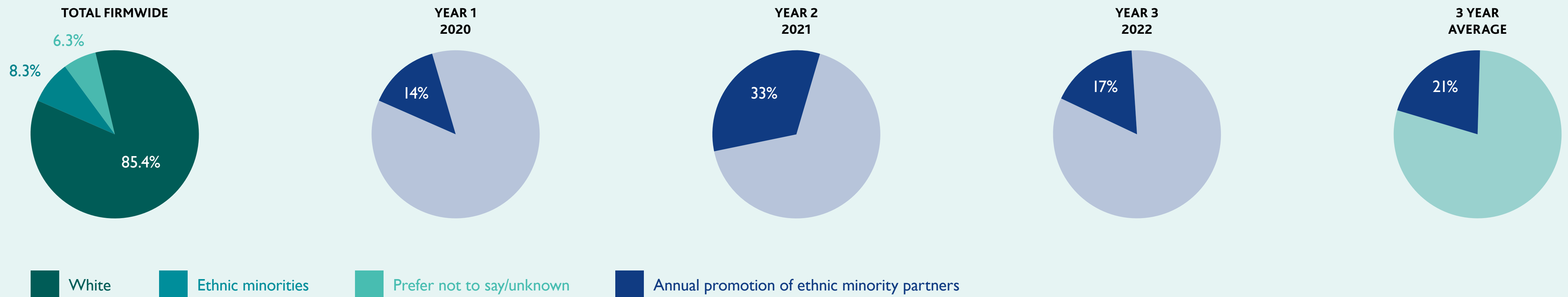


## ETHNICITY

### Target

Between May 2020 and April 2025, a minimum of 15% of equity partner promotions in London and Brussels will be from an ethnic minority background.

### Progress





## PROGRESS AGAINST THE FOUR STRANDS OF OUR STRATEGY

### 1. Communicating commitment and leadership internally and externally

- **Leading change across the sector - Legal CORE (Collaboration on Race and Ethnicity)**

## LEGAL CORE

In October 2021, we spearheaded a collaboration with seven other founding firms, to launch Legal CORE, the first leadership-led, cross-firm collective aimed at tackling the underrepresentation of ethnic minority groups in the UK's legal sector. We now have 34 law firms that form Legal CORE.

The guiding principle of Legal CORE is that all law firms face similar challenges in retaining and progressing ethnic minority talent and we recognise that by acting unilaterally we can make progress but taking a sector-wide approach will have a more sustainable impact.

What sets Legal CORE apart is that we are independent and law firm-led, and therefore closer to the challenges that need to be addressed within private practice. Our intention is to be action orientated, act as a convening body for law firms and provide a forum to find collaborative and innovative solutions.

### EMPOWER ETHNIC MINORITY ROLE MODEL LISTS 2022

Two individuals from our firm were recognised for the influence of their role, their impact on ethnic minority inclusion inside and outside the workplace and their business achievements. These were Partner Gayathri Kamalanathan who was named an EMpower 100 Executives Role Model and Lorna Nsoatabe, an associate, who was named an EMpower 100 Future Leaders Role Model.

We have a three point plan to achieve our purpose, which includes: i) engaging with senior leaders to raise the bar; ii) creating best practice forums for partners and diversity and inclusion practitioners; and iii) engaging employees, students and others to raise our profile and improve the attractiveness of the sector. Since our launch, we have:

- hosted our first meeting for senior leaders to discuss the role of a race champion and how they can affect change within their respective firms. We are developing a C-suite leadership programme on this theme, which will be piloted later this year.
- run a think tank event with 25 firms, a virtual hackathon to crowdsource ideas from people across the sector to discuss how we can improve the retention of ethnic minority individuals. The key emergent ideas will be implemented over the coming year.
- hosted two best practice forums, sharing insights on topics such as role modelling, sponsorship, mentoring, leadership and culture.

“ Our strength lies in our collective ambition to create tangible change. We set up Legal CORE to address the challenge of increasing the representation and progression of ethnic minority talent, and specifically individuals of Black heritage, within law firms in the UK. It is not a challenge that is specific to any one firm and in recognition of this we have come together to find shared solutions to assist and support all firms to create a paradigm shift within the sector. Within a short period of time we have galvanised support inside and across senior levels and grassroots groups, creating the momentum to keep this business issue at the forefront of our actions.

Uzma Hamid-Dizier  
Director of Responsible Business



• **Supporting the dismantling of structural racism in the UK - Black Equity Organisation (BEO)**

As a firm we want to play our role to tackle racism in society in the UK, and we have seen a heightened awareness of racial justice issues in the wake of the global George Floyd protests in 2020 and the Black Lives Matter movement. We are proud to be one of six law firms that have collaborated, with both funding and pro bono support, to assist with the development and launch of BEO, the UK’s new national and independent Black British civil rights organisation, created to advance justice and equity for Black people in Britain.

This year we are partnering with #10,000 Black Interns, an initiative that aims to transform the horizon and prospects of young Black people in the UK by offering paid work experience across a wide range of industries, as well as world-class training and development.

**OUR SUPPORT OF BEO**

Founded by some of the UK’s most influential Black leaders from the worlds of business, law, arts and social justice, we collaborated with firms to provide seed funding and pro bono legal advice. To date, we have advised the organisation on policy and governance, as well as advising on the strategy and operations of a pro bono clearing house function.

BEO has been formed to take a data-driven approach in promoting economic, political and social equity for Black communities in Britain. Partnering with organisations in the private, public and non-profit sectors to address issues of structural racism, BEO aims to tackle key mandates across areas such as economic empowerment; education; justice, immigration and rights; and housing.

“ Our partner law firms were among the first organisations to join us in our journey. By devoting their time, expertise and passion they have played a vital role in the establishment of BEO. We look forward to deepening our partnerships with each of these law firms, and indeed others that wish to work with BEO, as together we work towards equity for Black Britons and broader society. We’d like to publicly thank these law firms for all that they have done.

Dame Vivian Hunt  
Chair of Trustees, BEO

“ We are pleased to have been able to contribute to the creation of BEO through a cross-sector approach to funding and pro bono legal support. We are hopeful that the charity will bring a lasting change to improve the lived experience of Black people in the UK and help us move to a more equal society. The launch of BEO is significant and will amplify activities on race fairness across and outside the sector.

Samay Shah  
Partner, Slaughter and May



## 2. Objectivity and fairness in our processes and practices

- We have established a mechanism to identify talent early in the pipeline in order to monitor and track effectively the progress of individuals at every level of the firm. Coupled with data analytics, this information helps to drive key decision making across the firm on retention and progression of diverse talent.
- To increase transparency and hold ourselves to account, alongside our statutory gender pay gap reporting in the UK, we published an ethnicity pay gap analysis on a voluntary basis for the past four years. The report provides our data in line with statutory guidelines as well as additional information for greater transparency.
- We continue to work closely with recruitment agencies to ensure we see a diverse slate of candidates for every role and we use data to track the progress of applications throughout the process.

- We have reviewed our policies and core HR practices, placing an increased focus on race and ethnicity to include a zero tolerance statement with regards to any form of racism, bullying and harassment. We ask in every exit interview whether the person leaving has experienced or seen racism in the firm.
- We introduced a procedure to raise concerns informally. The guidance outlines the options that are available to individuals if they have concerns and would prefer to initially explore resolving the issue informally. While we have a formal employee complaints procedure, we recognise that those raising concerns sometimes prefer not to invoke a formal process. The aim is to encourage open communication about difficulties at work and to resolve any problems swiftly and fairly. Our HR team received training to improve the response to informal concerns.

## 3. Promoting inclusive culture and behaviours

- This year we have piloted a change management programme called Everyday Inclusion. Developed in partnership with Half the Sky, a team of psychologists and diversity and inclusion specialists, it applies behavioural science to identify non-inclusive behaviours and reinforce inclusive ones. The aim of the programme is to coach participants across all levels and areas of the business in how they can ‘call out’ these behaviours and ‘call in’ the contribution of colleagues who experience them. Following the success of the pilot we will be rolling the programme out firm-wide.
- Our reverse mentoring programme pairs diverse employees with business leaders to create a dialogue to explore intergenerational difference and to develop inclusive leadership styles by consulting and inviting different views. Alongside other under-represented groups, we have run cohorts dedicated to ethnicity which provide an opportunity for senior leadership to listen and learn from the experiences of Black and ethnic minority colleagues.

- 100% of all trainee supervisors attended training delivered by Rare on how to manage trainees from an ethnic minority background, whose experience of the training contract may differ from that of their White peers. The session shared insights into the latest research and data on the experiences of ethnic minority lawyers in private practice. It also covered practical tips to help drive the performance and retention of trainees.
- We developed an Inclusion Allies training programme focused on race and ethnicity, with practical actions for allies to take forward. Following a successful internal rollout we have subsequently delivered the training to several of our clients in the past year.



4. Work with diverse individuals

- We have a strong mentoring culture, which we have built over a number of years. Our aim is to provide all our employees who want a mentor with access to a senior business leader to help navigate the profession or their career path. Mentors can provide impartial career advice at critical points in an employee’s career journey, and especially where we see a divergence in diverse individuals’ career paths. Our in-house programme is open to everyone and can facilitate matches from a range of different backgrounds, including Black and ethnic minority groups, LGBTQ+, gender specific, from state schools, or those who were the first in their family to go to university.
- We have continued our cross-company mentoring and leadership development programmes to provide opportunities to Black, ethnic minority, female and LGBTQ+ employees to access diverse role models and seek impartial career advice.

“ I've been both a mentor and a mentee and seen first-hand what a powerful development opportunity mentoring can be. Mentoring enables each of us to benefit from a wide range of experiences and perspectives by connecting us to a broader network, and providing a trusted sounding board to share ideas and challenge ourselves. As a firm we offer a number of well-established mentoring programmes that provide individuals with the opportunity to be matched with an internal or external mentor. More recently we've piloted mentoring circles to bring people from across the firm together to mentor each other in small groups and help people to reconnect post-pandemic, and offered reverse mentoring schemes (including a focus on race and ethnicity) to expand our offering.

Frances Moore  
Head of Learning and Development

**USING PRO BONO TO ADDRESS EQUALITY, DIVERSITY AND INCLUSION IN SOCIETY**

We have long-term pro bono partnerships with charities working to improve equality, diversity and inclusion in society. Focus areas range from increasing educational opportunity and access, such as our work with the National Literary Trust, The Access Project and Young Women’s Hub, to tackling issues of racial equality, supporting charities such as Voyage and ROTA. We also work with charities that focus on specific groups, such as IPSEA for those with special educational needs, ICAN, which supports children with speech and communication difficulties, and national charities tackling homelessness, such as Crisis and the UK for UNHCR, which supports refugees.



EMPLOYEE ENGAGEMENT THROUGH OUR DIVERSITY NETWORKS

We have nine internal diversity networks, run by our people and supported by partners. Most recently, we launched our disability and health network, Empowered, which represents those with visible and hidden disabilities, neurodiversity, long-term health conditions, carers and allies.

Each network is designed to strengthen the spirit of inclusion at the firm and to encourage employees who share a similar background, perspective or interest, as well as allies, to come together. They support the implementation of the firm’s diversity and inclusion strategy and celebrate significant events such as Mental Health Awareness Month, Black History Month, Pride, International Women’s Day and religious festivals.

Our networks also recognise the importance of spotlighting intersectionality, reminding us all that our experiences are often shaped by our unique identities. As such, our networks regularly collaborate together on events and campaigns. For example, to mark International Day of Families, our Family and Gender Equality Networks spoke to members of the firm about their experiences of having children and seeing them grow up.

“ It’s really important that we can have open conversations about the massive physical and emotional toll of fertility treatment and the adoption process, and the impact that has on working life.



Matthew Harman  
Associate

“ I think you absolutely can have a family and a challenging career. It doesn’t need to be one or the other, it can be both and in different ways for different people.



Jane Edwarde  
Partner

“ I worried about how I would manage to carve out time with my children every day (with the odd exception), but it has actually been much more straightforward than I thought it would be.



Caroline Phillips  
Partner

“ The first month is like being at a very strange dance festival. There’s no sense of night-time or daytime, you haven’t had any sleep and you’re kind of vaguely in the throes of love.



Max Hildebrand  
Head of Research and Insight



### Our employee networks



CHRISTIAN NETWORK



FAMILY NETWORK



MUSLIM NETWORK



DIVERSE - our social mobility  
and ethnic diversity network



GEN - our gender equality network



PRISM - our LGBTQ+ network



EMPOWERED - our disability  
and health network



J-NET - our Jewish network



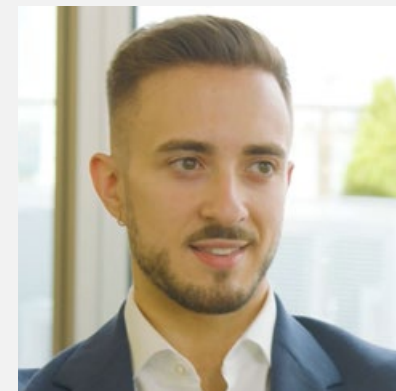
THRIVE - our mental health  
and wellbeing network



## CELEBRATING PRIDE

This year marks 50 years of Pride in the UK, marking a time to celebrate how far the rights movement has come since the Stonewall riots in 1969, and to reflect on the progress still to be made. Our PRISM network (LGBTQ+ and allies) plays an integral part in ensuring we create a LGBTQ+ inclusive workplace, and we were delighted to have ranked 8th in Stonewall's Top 100 Employers List 2022.

Michael Maquieira joined the firm in 2020 as a trainee solicitor and qualified as an associate into our IP/IT team in 2022. He is a member of PRISM and shared his reflections.



### What does being a member of PRISM mean to you?

Growing up, I often thought that coming out at work would be a bad career move. I had convinced myself that

it would prevent me from progressing. PRISM has shown me that could not be further from the truth; it is important to me because, together with the other networks, it says to people (both inside and out) that Slaughter and May is a place where diversity is not a hindrance (whether that be diversity of socio-economic background, sexuality, race, gender, etc.), but rather is welcomed and celebrated. I think that a workplace where people are able to be their authentic selves is not only a better workplace, but one that is more productive and effective. Equally, those considering applying to work here will be able to do so with confidence in the knowledge that they will be able to be themselves at every stage, whether

that be when applying, at interview or throughout their career here.

### What have you been involved in?

I am an active member of PRISM and led the Life at the Intersection series in 2021 in collaboration with Vodafone, which discussed the interaction of being LGBTQ+ with race, faith and gender.

### How have you found being out at the firm?

Being out as a gay man at Slaughter and May has been so easy that I often haven't stopped to think about it. I feel that I bring my authentic self to work every day without any fear or hesitation.

### What are you doing to celebrate Pride this year?

Spending time with friends and going to different parades and enjoying as much of queer London life as I can.



WE RANK

**8<sup>TH</sup>**

**IN STONEWALL'S TOP  
EMPLOYERS LIST 2022**



PRIDE 2022 AT SLAUGHTER AND MAY





## CASE STUDY

### OUR CONTRIBUTIONS TO ELIMINATING VIOLENCE AGAINST WOMEN



Within SDG5, gender equality, is a target to eliminate all forms of violence against all women and girls. Internally, our domestic abuse policy sets out our zero tolerance stance of behaviour that causes intimidation and fear. While the policy is gender neutral, we are committed to providing a supportive working environment to support those who are affected by any aspect of domestic abuse or who have concerns about others, and have support systems and steps we will take should it be needed.

We are a Beacon member of EIDA, a network of businesses that aims to enable employers to take action on domestic abuse – raising awareness among employees, supporting those facing domestic abuse and providing access to services to help perpetrators to stop. Through greater awareness, relationship building and the sharing of best practice, member businesses work to make a systematic change to the way domestic abuse is handled in the UK.



**WE ARE A FOUNDING  
MEMBER OF**

**DARA**

Domestic Abuse Response Alliance

**AND PROVIDE PRO  
BONO LEGAL ADVICE**

Taking action on this issue, we are a founding member of the Domestic Abuse Response Alliance (DARA). DARA is an alliance of seven leading law firms who are providing pro bono legal advice and representation to survivors of domestic abuse in need of protective injunctions. Through DARA, we advise individuals who are not eligible for legal aid but who cannot afford to pay for private representation, providing them with advice, assistance and support from the outset to the conclusion of the case.

“ The work that DARA does is immensely important in increasing access to legal representation for survivors of domestic abuse. Through our participation in the Alliance we hope to help make a difference to the lives of survivors who could otherwise be without legal protection.

**Gayathri Kamalanathan**  
Partner



### 4.3 SOCIAL MOBILITY IMPACT

Socio-economic disadvantage continues to be the most significant driver of inequality in society and the top professions. Our social mobility strategy is a key part of how we work to reduce inequalities within the legal sector, improve the diversity of candidates we recruit and retain the best talent.

We focus on increasing numbers of candidates from less advantaged backgrounds joining the firm and ensure that the culture within the firm is inclusive so that everyone feels like they belong, no matter their background. We continue to collaborate within the sector to support improvements in social mobility more widely.





## A PIPELINE APPROACH

Our social mobility strategy spans a number of teams and functions within the firm, starting at school age.

### Laying the foundations of good literacy

1 Literacy is crucial to social mobility. Our primary school literacy schemes involve volunteers reading with children. For example, through our partnership with TutorMate, children gain an average increase of 4.3 reading levels in a year on the programme compared to other children in their class. We also provide funding and support initiatives through our partnership with the National Literacy Trust, and reach around 17 primary schools and over 700 children a year. Our funding enabled over 1,000 books to be distributed to schools and children directly last year.

### Schools outreach

We invest in initiatives that upskill, inspire and equip young people for the world of work and use employee volunteers to share their advice and career experience. Our initiatives range from virtual and in-person work insight experience schemes, through to tutoring, mentoring and careers support. Last year we reached over 150 young people through our flagship schemes. For example:

- Lead in to Law is a two year development programme that we deliver in partnership with Rare for those who are interested in a career in the legal sector. Twenty students from less advantaged backgrounds aged 16 to 18 are recruited each year. They are provided with work experience, insight opportunities, mentoring and university visits.

2 It was launched in 2019, with three cohorts now through the programme. All students selected for the programme are from low socio-economic backgrounds, with 90% of the current cohort (cohort 3) also from Black and ethnic minority backgrounds (cohort 1: 75%; cohort 2: 80%). The impact of the programme has seen positive outcomes for students. Of those who went on to university in September 2021, 70% went to Russell Group or one of the Top Third most selective universities. We also offer a mentor from the firm to support them for a period as they transition to university, with 60% taking up the offer, and we continue to stay in touch and signpost them to our graduate recruitment activities.



- Excellerators is our virtual work insight programme for students aged 16-17 from less advantaged backgrounds. The aim is to broaden the focus beyond legal roles to wider work opportunities within professional services firms. Students are also offered to chance to join the Social Mobility Business Partnership week-long scheme, a charity we have supported since its inception.

In 2021, we offered 75 places from a total of 290 applications. Students reported a positive impact on their confidence and understanding of the world of work. For example, while 70% said they felt confident working in a professional environment prior to the programme, 89% reported their confidence in this area had 'increased a lot' or 'increased a little' afterwards. All respondents (100%) agreed that in the future, they would like to work at the firm, with 97% also saying that their understanding of the different careers within the law had increased as a result of the programme.

“ I learnt that you don't need a law degree to be a lawyer.

“ Something I didn't expect was the different non-legal roles that are available within the firm.

“ My favourite thing so far this week has been meeting professionals and being able to talk to them and get advice.

- Our partnership with The Carmel School Hong Kong includes an annual half day programme and opportunity to gain a work placement for 16 to 18 year olds with the aim of introducing them to a career in law. Tailored group exercises include discussions on civil law cases and group commercial negotiations.
- Our charity partner Access HK was co-founded by our Partner Clara Choi 20 years ago as a reaction to the increasing inequality and education gap between affluent and low-income families in Hong Kong. The charity has provided over 2,000 children aged 6 to 12 with summer programmes, a weekend tuition and mentoring programme and career insights. Its work to inspire young people to consider a legal career includes the delivery of talks on law and current affairs, and trips to the High Court and Legislative Council led by our employee volunteers.



### Undergraduate support and outreach

- Our Law Springboard programme in partnership with social mobility charity upReach is now in its fourth year and has supported over 360 undergraduates from UK universities. It aims to improve access to the legal sector for high potential undergraduates from less advantaged backgrounds, with a particular focus on supporting them to secure legal sector work experience. Ninety places are available each year and of those, we provide mentoring for 60 students, a week of paid work experience for 25 students, and insight days, CV and interview support and skills workshops that we deliver jointly with upReach.

This year, we have extended the programme to two years, with the aim of further enhancing its impact. So far the programme has seen 55% of participants secure legal work experience, which favourably compares to research that found that 35% of final year students successfully secured vacation schemes from 2020-21 (High Fliers Research: The Law Student Survey 2021).

To mitigate the financial stresses of going to university, last year we launched the Slaughter and May Scholarship Scheme as an extension of the Law Springboard programme. Each year we are providing 10 high-potential undergraduates on the Law Springboard with bursaries and leadership development opportunities. We fund each of them for three years of university study, equating to £3,000 per student per year, which comes to a total investment of £270,000 over a five year period. This compliments an earlier programme of bursaries that we started in 2020 for 18 students from less advantaged backgrounds at Cambridge University over five years.

- We joined the 93% Foundation's Social Mobility Champions Club, a student-run charity that aims to provide opportunities and a network for state school educated university students in the UK.
- We sponsor Rare Discuss, an exclusive training programme for university students from less advantaged backgrounds who are interested in pursuing a career in law. Students get face-to-face time to talk to lawyers, are guided through the trainee application process and what to include in application forms and CVs, and get mock interviews based on different formats used by law firms.



## Recruitment

- We use software developed by Rare, called the Contextual Recruitment System (CRS), which enables us to identify candidates who have the greatest potential. The system has built-in social mobility metrics to recognise outperformers by contextualising their academic achievements so that these candidates are not overlooked. 20% of our current trainees have come from less advantaged backgrounds as identified by the CRS. We were part of the working group that led to its creation and one of the first law firms to start using the software. It is now used by many top employers to identify students to fill some of the most competitive and prestigious graduate jobs in the UK.
- We also use Rare Vantage, a database that provides direct contact with students from less advantaged backgrounds and non-Russell Group universities, so that we are able to personally contact and build relationships with students that we may not normally have the opportunity to meet through our recruitment activities.

## Workplace culture

We have a dedicated Social Mobility sub-committee as part of DIVERSE, our network that celebrates and promotes social, racial and ethnic diversity, both within and outside the firm. A key aim of the committee is to drive and support the firm's efforts in increasing social mobility through our recruitment, outreach and advocacy activities, and also to help ensure that, once here, everyone feels comfortable to be themselves and able to progress.

For example, in 2021, the network hosted a hugely well attended panel event to discuss social mobility and representation. Employees from across the firm shared their personal stories and lived experiences of navigating through the profession and workplace, with a focus on social mobility. The aim of the event was to recognise socially diverse backgrounds, particularly those that are not visible, of employees across the firm and to explore what it means to truly champion our motto of 'a world of difference'.

Since the panel event, more employees have shared their experiences through regular written profiles in our firm wide newsletter. They have talked about how they came to join the firm, their experiences as employees and why social mobility is important to them.

“ It has been really powerful to hear from colleagues from across the firm, to get to know their unique social experiences and backgrounds and to understand what brought them to Slaughter and May – as well as what they enjoy about being here. A number of us have shared our own profiles. By doing so, I hope we encourage everyone to be advocates for social mobility, where opportunities to succeed aren't determined or impacted by a person's socio economic background.

**Andrew Jolly**  
Partner and sponsor partner  
of the DIVERSE network



CASE STUDY  
A DECADE OF PARTNERSHIP



Fourteen years in the making, our partnership with Central Foundation Boys' School continues to deliver mutual benefits with the ethos of academic excellence sitting at the heart of its success. The school's local proximity to our London office means that employee volunteers and students have regular contact through a number of projects, and our work together has been directed in a strategic way, leading to the school transforming outcomes for its students in the past 10 years.

Our flagship initiative is the Key Project, which aims to support students from less advantaged backgrounds to win places at top universities. Delivered in partnership with education charity The Access Project, it provides GCSE and A level students with one-to-one tutoring with employee volunteers, university progression advice and enrichment activities. We fund a dedicated Access Officer based at the school who works with around 80 students and coordinates the programme. Since launching the scheme in 2012, five times more students have gone to the top third most selective universities. In the most recent cohort of students:



**75%**  
ACHIEVED THEIR TARGET GRADE OR ABOVE AT GCSE AND 55% ACHIEVED THEIR TARGET GRADE OR ABOVE AT A-LEVEL



**100%**  
RECEIVED OFFERS TO TOP THIRD UNIVERSITIES, WITH 85% PROGRESSING TO TOP THIRD UNIVERSITIES

In addition to the Key Project, we also deliver a mentoring scheme, which aims to support students in deciding their university and course choice and complete their application. Volunteers meet the students on a monthly basis over a period of around six months, supporting them to understand university options and write their personal statements.



**80%**  
RECEIVED OFFERS FROM RUSSELL GROUP UNIVERSITIES; WITH 60% PROGRESSING TO RUSSELL GROUP UNIVERSITIES. TWO STUDENTS ALSO PROGRESSED TO OXBRIDGE

(There had been a significant period before 2020 when no students from the school were progressing to Oxbridge).

“ The School's relationship with Slaughter and May, particularly with the Key Project, has been a significant factor in the transformation of the university destinations of our students. Slaughter and May's sustained support over an extended period has allowed the programmes to be embedded and improved over time, which has in turn resulted in increased impact.

Jamie Brownhill  
Headteacher, Central Foundation Boys' School



5

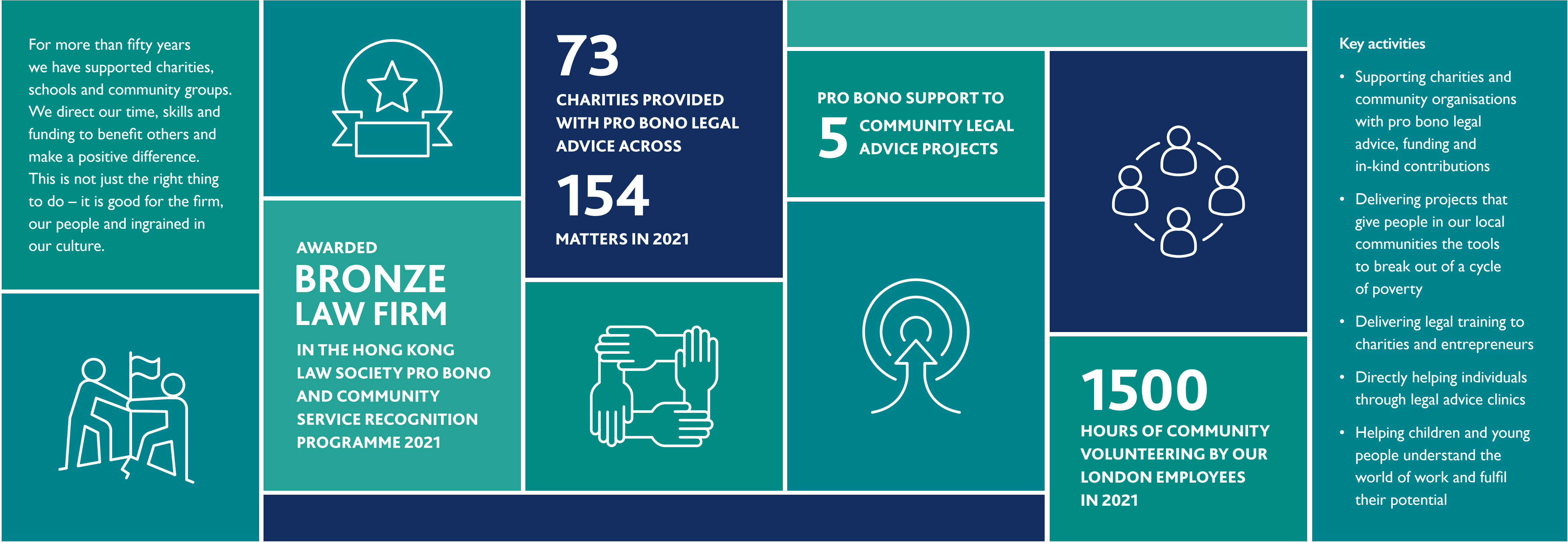
# Role in society

|     |                       |    |
|-----|-----------------------|----|
| 5.1 | PRO BONO IMPACT ..... | 66 |
| 5.2 | CITIZENSHIP .....     | 70 |





OUR SUPPORT FOR COMMUNITIES AND CHARITIES





## 5.1 PRO BONO IMPACT

Our pro bono programme is integral to our responsible business strategy and our current practice reflects over five decades of pro bono experience and development. We use the core capability of our firm, our lawyers’ skills and legal knowledge, to drive positive and sustainable social impact.

We deliver our pro bono work in three main ways:

- Direct advice to charities and non-profits that we take on as pro bono clients
- Support to community organisations that improve access to justice and assist individuals in need
- Legal training, research and capacity building to support non-profit organisations and access to justice projects

### PRO BONO REACH IN 2021



Our pro bono work spans a broad range of social, environmental and community issues, and we use our six priority SDGs to identify where we target our pro bono efforts. Around 70% of our pro bono time is spent on supporting our priority SDGs, examples of which can be found in each of the SDG spotlights throughout this report.

### MEASURING IMPACT

It is challenging to assess pro bono work in terms of the impact it can have, particularly when looking for quantifiable metrics. Following a successful pilot impact assessment process in 2021, we are now rolling out impact evaluation throughout our pro bono programme. Our evaluation focusses on improving pro bono delivery, the value we create for our pro bono clients, and the contributions we can make towards the broader context of access to justice and sustainable change. We also assess the impact on employees.

### I. Improving pro bono delivery

Senior experts from the firm are significantly involved across our pro bono matters and we endeavour to ensure that each pro bono client’s early interaction with the firm is a discussion with a partner. Not only does this save valuable time on both sides, but it is an opportunity for a charity to get the benefit of an experienced perspective from the outset.

Key feedback we receive from our pro bono clients is that they appreciate the value in having a long-term relationship with a legal team who gets to know their organisation and how they work.

“ The main advantage is that we have access to wise counsel, having this good legal advice is a huge benefit to the organisation.

Stuart Sheldon  
Operations Director,  
The Access Project



2. The value we create for our pro bono clients

We asked a number of our charity pro bono clients to tell us about the impact of the legal advice to their organisation:

100%

REPORTED AN IMPROVEMENT IN THEIR GOVERNANCE AND CAPACITY



HIGHEST IMPACT AREAS = staff and volunteer knowledge and ability and money saved to be diverted into services

100%

SAW AN IMPROVEMENT IN THEIR REACH TO BENEFICIARIES



HIGHEST IMPACT AREA = ability to identify opportunities and mitigate threats

 The governance update has been very well received by members and the wider community in terms of being exceptional practice. Also we have not tied ourselves up in a long process that diverts attention. It has been incredibly useful to have Slaughter and May guide us. We have been working with the firm since we were founded, coming up to our 75th year, and this long-term relationship is incredibly valuable.

Sarah Stannage

Executive Director, International Institute for Conservation of History and Artistic Works

 It is about the value of sound advice and the risk advice that we have been provided with. The advice from the real estate team has contributed to our longer term goal of improving our property infrastructure, which in turn is for us to deliver and tailor our services to meet clients' needs in the most effective way.

Peter King

Head of Property and Facilities Management, Crisis



### 3. Contributions towards access to justice and sustainable change

We are intentional with the time we spend on pro bono, and seek opportunities that aim to apply the bright minds of our lawyers to areas on which we can support positive change. In our evaluations, we consider the change that is achieved and are involved in legal sector-wide discussions as to the meaningful measurement of the impact of pro bono legal services and collaboration within the sector.

### 4. Impact on employees

As part of the pilot, we also asked what our lawyers who carried out the work thought about the impact on them:

- 100% had a positive experience
- 83% developed their professional skills
- 83% experienced a positive impact on their own wellbeing

### ACCESS TO JUSTICE AND PROMOTING THE RULE OF LAW

The impacts of our pro bono programme particularly contribute to SDG16, peace justice and strong institutions. We have been increasing our activity in this area over the past few years. For example we now support five legal clinics supporting individuals with a focus on access to justice, and have recently concluded a significant research project into fair trial rights across multiple jurisdictions.

#### • Community Legal Clinics

Volunteers in our London office work with five community advice projects, assisting individuals in need to get access to justice where they otherwise cannot afford advice. These clinics cover different social issues and we work in partnership with:

- Islington Law Centre, on its general community clinic covering housing, small claims and other disputes;
- RCJ Advice, assisting litigants in person in court proceedings;

“ We have seen a rise in the complexity of the issues that people seek our help to resolve, and an increased vulnerability amongst a number of our clients. The pro bono clinics provide a unique service to local residents. The Law Centre can report a definite improvement in its capability, capacity and sustainability as a direct result of the funding and the pro bono hours given. We calculate the pro bono advice given is the equivalent of employing three full-time lawyers.

**Matthew Brown**  
Deputy Director, Islington Law Centre





- Access Social Care, providing free legal advice for people with social care needs;
- Domestic Abuse Response Alliance, supporting victims of domestic abuse in need of protective injunctions; and
- Legal Advice Centre, supporting individuals in the welfare benefit appeals process.

We also work with Hong Kong University’s Faculty of Law to deliver their Free Legal Advice Scheme in collaboration with the HK Government’s Duty Lawyer Service. Launched in 2010, the programme was the first and only live-client clinical legal education programme in Hong Kong. It offers free preliminary legal advice to members of the public and assistance with legal aid applications to pursue criminal appeals, and law students gain hands-on experience in handling real cases under the supervision of a qualified duty lawyer. We have provided legal advice on several separate cases under the scheme this year.

“ Most people supported as part of our disability advocacy project are vulnerable as a result of a disability or health problems and find it very difficult to cope with the appeal process on their own. The casework support and representation service we provide on this project help these people to be fully prepared for their hearings and increase their chance of obtaining successful outcomes. The partnership model of working with both law firms and voluntary sector organisations works very well as this helps to increase capacity and resources and ensures that as many people as possible have access to justice.

Eddie Coppinger  
Director, Legal Advice Centre

• **Hong Kong University Legal Advice Programme (LEAP)**

We work with LEAP, a programme that brings together law firms and Hong Kong University law students to provide pro bono legal advice to the community, with our lawyers supervising students in the programme. Key cases last year included work for Fammate Hong Kong Limited, a social innovation project promoting positive family relationships, and Snaildy Education Limited, a Special Educational Needs (SEN) support system for teaching staff. Our advice included company incorporation advice, application for charitable status and the drafting of governing documents and partnership agreements.

• **UN Basic Principles – International Fair Trial Rights Research**

We worked with The Law Society of England and Wales on an international research project analysing case law on fair trial rights across 15 jurisdictions and international tribunals. The research provided insight on the rights of lawyers to perform their job without intimidation, harassment, hindrance or improper interference and how this works in practice in the various regions.

“ Until this report, there had been no extensive case law based research looking at how these rights have been practically applied in different countries around the world.

Dr Marina Brilman  
The Law Society of England and Wales



## 5.2 CITIZENSHIP

Our citizenship programme aims to give people in our local communities the tools to break out of a cycle of poverty. We do this by working with local charities to support individuals into work, self-employment or training, but also help build the capability, capacity and financial sustainability of the charitable organisations working to address our strategic aims.

### COMMUNITY REACH IN 2021

60

LOCAL PEOPLE IN ISLINGTON SUPPORTED THROUGH EMPLOYABILITY AND SELF-EMPLOYMENT INITIATIVES

17

LOCAL NON-PROFITS AND CHARITY PARTNERS IN ISLINGTON SUPPORTED THROUGH PARTNERSHIPS AND CAPACITY BUILDING

600

PRIMARY SCHOOL CHILDREN INVOLVED IN OUR OUTREACH SUPPORT

### LOCAL COMMUNITY ACTION

Our London office sits on the edge of Islington, a borough of London that is often perceived as an affluent area, but in fact has the 4th highest level of child poverty in England. Our approach is to direct our support to address the biggest issues in the local community, finding charities and community organisations that really understand what the problems are and that are making impactful change. We build long-term partnerships and in many cases, have been supporting the same schools and charities since we moved into One Bunhill Row over 20 years ago.

To help us align how we can help with what is needed, we are members of the BIG (Businesses for Islington Giving) Alliance, a forum of businesses that work together to support the social and economic regeneration of the borough. The BIG Alliance not only acts as a brokerage, but also convenes a multi-sector partnership that brings together the private, public and third sectors to effect positive social change. Our long-standing approach to partnerships

is also reflected in the multi-year funding approach we take, and in the fact we are comfortable with funding a charity's core costs, recognising this is traditionally challenging to get funding for.

We work alongside the BIG Alliance and Macquarie Group to deliver the CoRe (Community Resourcing) programme, which helps Islington charities to become more sustainable. We bring together employee volunteers from the business world to work on high level, strategic projects for local charities over a period of six months. In 2021, the CoRe programme saw 40 volunteers supporting 11 charities, resulting in over 1,250 volunteer hours and an estimated £90,000+ leveraged in support for the charities that took part.

Recognising the severe impacts on vulnerable groups in Islington as a result of the pandemic, in 2021, we launched new partnerships with:

- Bags of Taste, who through our funding support over 1,200 people facing food poverty to achieve an improved and healthier diet on a low budget;



- Beam, who we are working with to support homeless people in Islington to build their network and crowdfund their way into long-term employment. We are funding support for 10 homeless people in Islington a year, as well as core costs for the charity; and
- Talk for Health, a social enterprise that teaches people an evidence-based method for therapeutic talking. Through our funding they have been able to reach 400 local people.

In Hong Kong, we collaborate with Time Auction, a charity that connects skilled volunteers with NGOs. Our employees sign up to opportunities that require a variety of expertise from legal to marketing, entrepreneurship and mentoring.

### RESPONDING TO HUMANITARIAN CRISES

When a humanitarian disaster occurs we mobilise our resources to support NGOs and charities working on the front line. A key partnership is with Internews, a non-profit that works to improve communication flows between humanitarian organisations, local media and the people affected by natural and man-made crises. Through funding and pro bono support, we support their humanitarian crisis work.

We also have a long-term pro bono partnership with the British Red Cross, supporting them in their mission to help those in crisis. Across our various matters, our work has included reviewing commercial agreements, advising on financial payment solutions to respond to emergency situations and collaboration agreements to provide emergency food support during the Covid-19 pandemic.

### SUPPORTING EMPLOYEE PHILANTHROPY

- We make donations to Charitable Choice, an online charity platform that empowers people to donate and raise funds for Hong Kong charities. We have been nominated as one of the runners-up for its Charitable Choice Awards in 2021.
- Our Funds for Fundraisers scheme matches employee donations pound-for-pound up to £1,000 for individuals and up to £2,000 for teams.
- We facilitate a Payroll Giving scheme to enable employees to easily donate to UK charities tax-free through their monthly salary.



**Our Hong Kong employees have been active fundraisers over the past year, with donations to several charities, including: United Christian Nethersole Community Health Service – Good Neighbour Network, the first social support network serving chronically ill patients in Hong Kong; UNICEF for their work to provide humanitarian assistance to Ukraine; Mighty Oaks, a charitable organization that is putting together much needed care packages for the elderly; and Love 21, a charity that supports the Down syndrome and autistic community in Hong Kong.**



6

# Priority SDG highlights

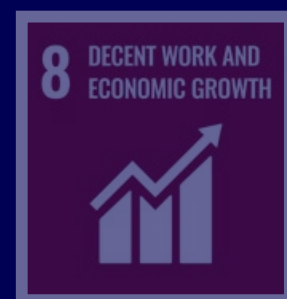
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|-----|----------------------------|----|
| 6.1 | PEOPLE .....               | 73 |
| 6.2 | PLANET .....               | 75 |
| 6.3 | PEACE AND PROSPERITY ..... | 77 |



## 6.1 PEOPLE

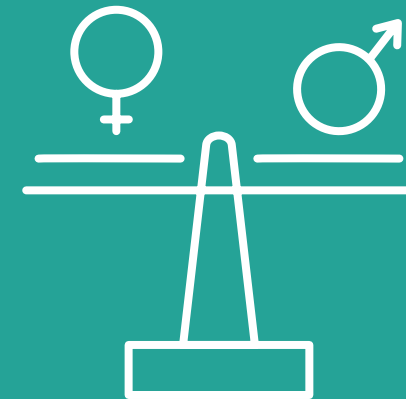
### SDG5: GENDER EQUALITY

Focusing on gender equality within our firm and providing legal support to organisations that promote the rights of women and girls.



#### IMPLEMENTING POLICIES AND SUPPORT FOR WORKING FAMILIES

[Page 41](#)



#### OUR PARTNER PROMOTION GENDER TARGETS AND PROGRESS

[Page 46](#)



#### INCREASING OUR FEMALE LEADERSHIP

[Page 47](#)



#### PROVIDING PRO BONO SUPPORT TO DOMESTIC ABUSE SURVIVORS

[Page 57](#)

#### SUPPORTING EMPLOYEES ON DOMESTIC ABUSE AND OUR MEMBERSHIP OF EIDA

[Page 57](#)

#### REPORTING ON OUR UK GENDER PAY GAP

[Click here](#) to read the report.





**SDG10:  
REDUCED INEQUALITIES**

Promoting inclusion for all through initiatives that attract, recruit, retain and progress diverse talent as well as our community outreach and pro bono support.



|  |   |   |   |   |
|--|---|---|---|---|
|  |   |   |    | OUR PARTNER PROMOTION ETHNICITY TARGETS AND PROGRESS<br><a href="#">Page 48</a>       |
|  | VOLUNTARY REPORTING ON OUR UK ETHNICITY PAY GAP<br><a href="#">Click here to read the report.</a> | OUR DIVERSITY AND INCLUSION STRATEGY FOCUSSING ON INCREASING EQUITY AND FAIRNESS<br><a href="#">Page 45</a> |   |   |
| OUR WORKPLACE WELLBEING AND MENTAL HEALTH APPROACH<br><a href="#">Page 41</a>      | SUPPORTING DISABILITIES AND LONG-TERM HEALTH CONDITIONS<br><a href="#">Page 43</a>                |   | EMPOWERING EMPLOYEES THROUGH OUR DIVERSITY NETWORKS<br><a href="#">Page 53</a>        | REDUCING INEQUALITIES THROUGH OUR SOCIAL MOBILITY STRATEGY<br><a href="#">Page 58</a> |
|  |   | USING PRO BONO TO ADDRESS EQUALITY, DIVERSITY AND INCLUSION IN SOCIETY<br><a href="#">Page 52</a>           |  |   |



## 6.2 PLANET

### SDG12: RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensuring responsible consumption in our own operations as well as providing pro bono advice and volunteer support for community education programmes.



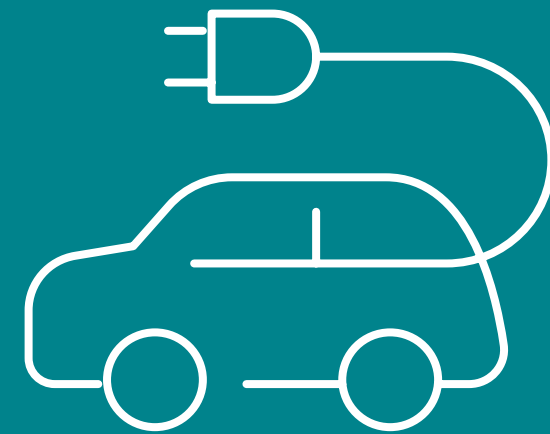
#### MINIMISING OUR WASTE

[Page 34](#)



#### RENOVATING THROUGH A GREEN LENS

[Page 34](#)



#### ENGAGING OUR COMMUNITY IN PLASTIC POLLUTION

[Page 35](#)

#### COMMITTING TO RENEWABLE ENERGY AS SIGNATORIES TO REI00

[Page 29](#)



#### INSPIRING OUR EMPLOYEES TO EXPLORE SUSTAINABLE LIFESTYLES

[Page 34](#)



#### DELIVERING PRO BONO TO NON-PROFITS ADDRESSING SDG12

[Page 37](#)

**SDG13:  
CLIMATE ACTION**

Integrating climate change measures into our business strategy and leveraging our influence to drive climate action.

5

GENDER  
EQUALITY

8

DECENT WORK AND  
ECONOMIC GROWTH

10

REDUCED  
INEQUALITIES

12

RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

13

CLIMATE  
ACTION

16

PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

|  |   |  |   |  |
|--|---|--|---|--|
| INCUBATING EMERGING<br>TECH COMPANIES<br>FOCUSED ON CLIMATE<br>CHANGE SOLUTIONS<br><br><a href="#">Page 19</a> |   | OUR NET ZERO LAWYERS<br>ALLIANCE COMMITMENT<br>AND PROGRESS<br><br><a href="#">Page 24</a> |   |  |
|  | ACTIVELY PARTICIPATING<br>IN PARTNERSHIPS TO<br>SOLVE SUSTAINABILITY<br>ISSUES<br><br><a href="#">Page 20</a> |  | SETTING SCIENCE-<br>BASED SECTOR-LEADING<br>EMISSIONS TARGETS<br>IN LINE WITH A 1.5°C<br>PATHWAY<br><br><a href="#">Page 30</a> |  |
|  |   |  |   |  |
|  |   |  | ROAD TESTING SBTI'S<br>NEW NET-ZERO<br>CORPORATE STANDARD<br><br><a href="#">Page 33</a>  |  |



## 6.3 PEACE AND PROSPERITY

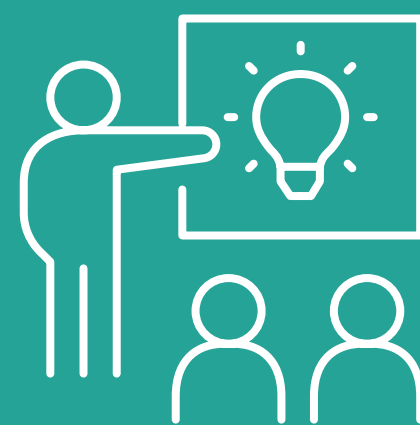
### SDG8: DECENT WORK AND ECONOMIC GROWTH

Ensuring decent work for all our employees as well as those we work with and supporting the growth of new businesses.



IMPROVING WORKING  
PRACTICES THROUGH  
OUR INNOVATION  
STRATEGY

[Page 40](#)



SUPPORTING LEGAL  
TECH START-UPS AND  
ENTREPRENEURS FROM  
LESS ADVANTAGED  
GROUPS

[Page 22](#)

ENCOURAGING  
INNOVATION TO DRIVE  
POSITIVE CHANGE IN  
OUR SUPPLY CHAIN

[Page 26](#)

GIVING PEOPLE IN OUR  
LOCAL COMMUNITIES  
THE TOOLS TO BREAK  
OUT OF A CYCLE OF  
POVERTY

[Page 70](#)

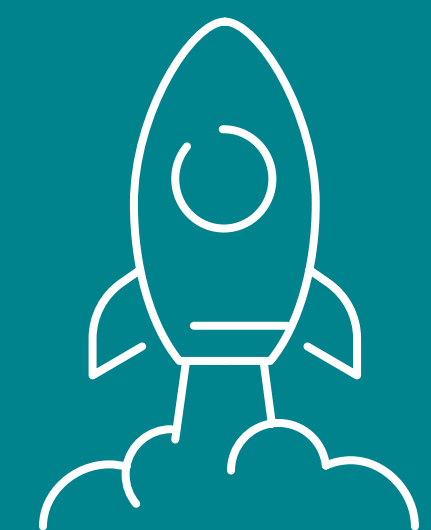


ENSURING A REAL  
LIVING WAGE FOR  
EMPLOYEES AND ONSITE  
CONTRACTORS

[Page 27](#)

UPHOLDING OUR  
RESPONSIBILITIES TO  
END MODERN SLAVERY

[Page 27](#)



**SDG16:  
PEACE, JUSTICE AND  
STRONG INSTITUTIONS**

Maintaining a strong ethical culture, promoting the rule of law and actively supporting access to justice.



**SITTING ETHICS AND  
INTEGRITY AT THE  
HEART OF OPERATING  
OUR BUSINESS**

[Page 14](#)



**DRIVING POSITIVE  
SOCIAL IMPACT  
THROUGH OUR PRO  
BONO PROGRAMME**

[Page 66](#)



**INVESTING RESPONSIBLY  
THROUGH OUR PENSION  
FUND**

[Page 15](#)



**DIRECTING LEGAL  
VOLUNTEERS TO  
SUPPORT COMMUNITY  
LEGAL CLINICS**

[Page 68](#)



**PROMOTING THE RULE  
OF LAW THROUGH FAIR  
TRIAL RIGHTS RESEARCH**

[Page 69](#)

**STRENGTHENING  
LOCAL NON-PROFITS  
THROUGH LONG-TERM  
PARTNERSHIPS**

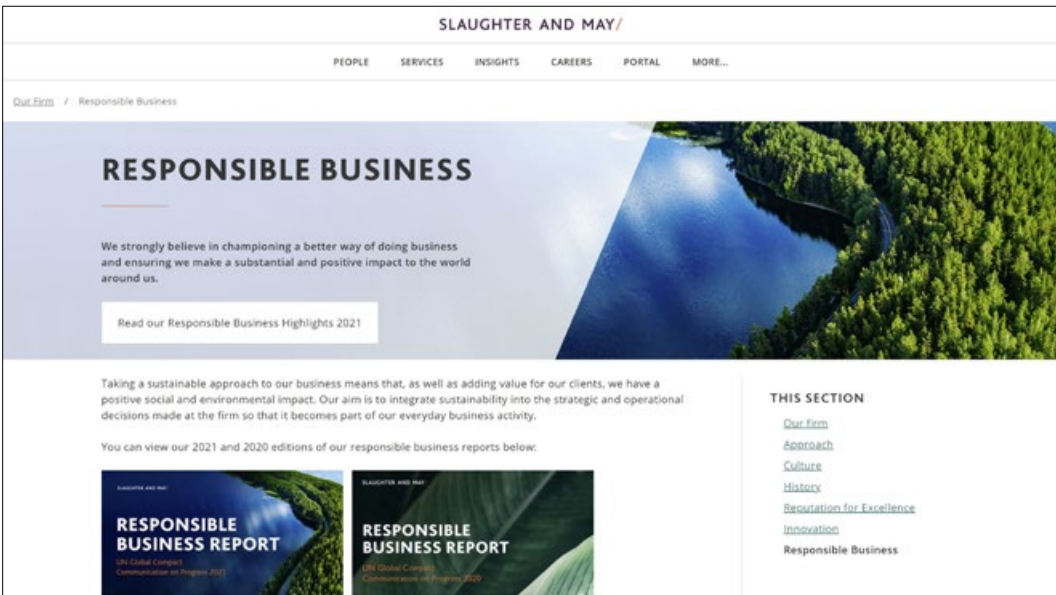
[Page 70](#)



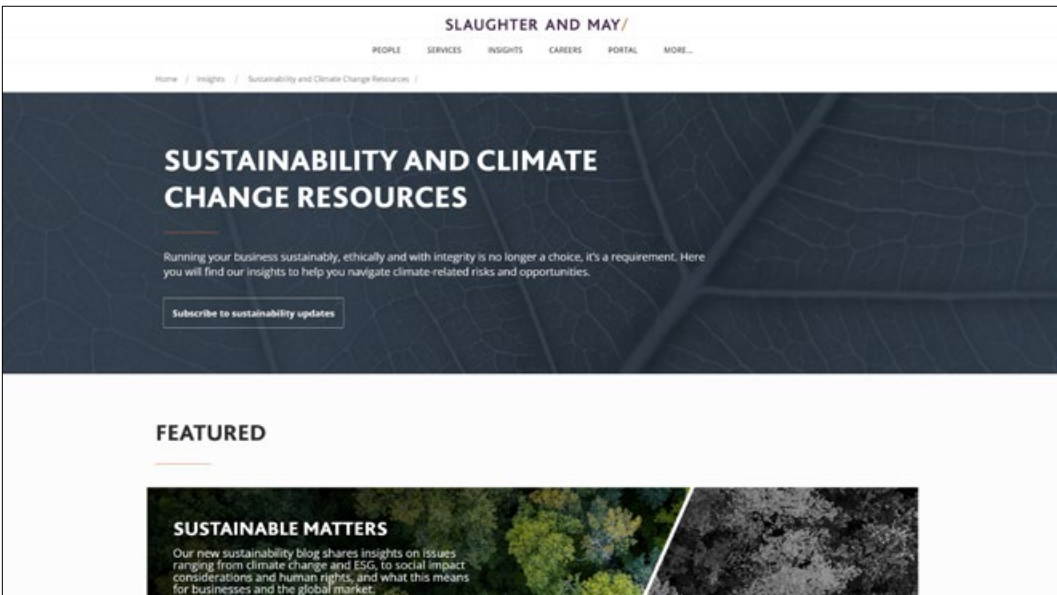
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## Useful links





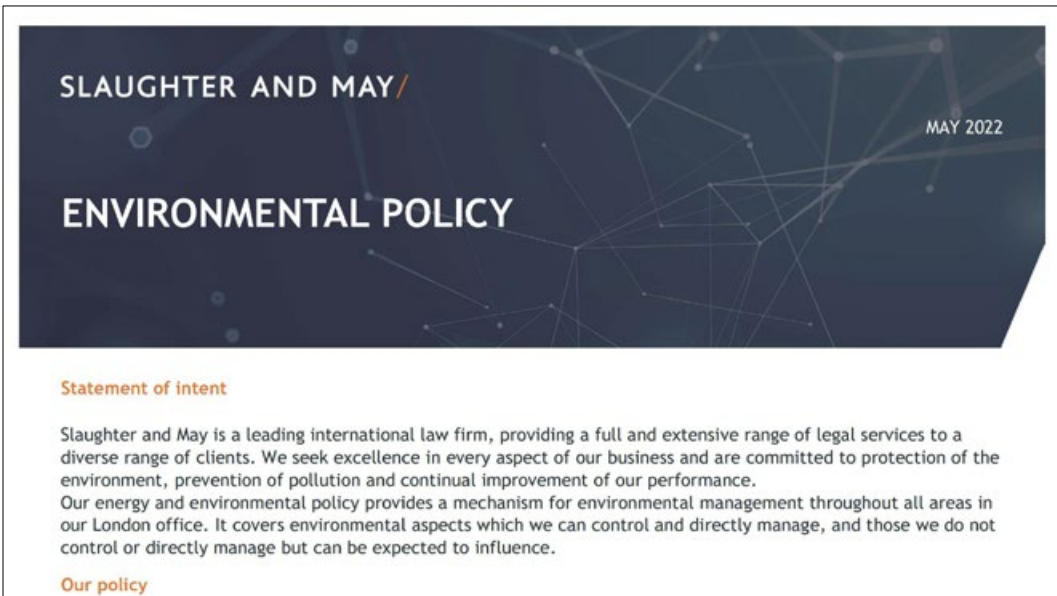
RESPONSIBLE BUSINESS ON OUR WEBSITE



SUSTAINABILITY HUB



GENDER AND ETHNICITY PAY GAP REPORT



ENVIRONMENT POLICY





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2022

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