



SHOOSMITHS LLP

CORPORATE RESPONSIBILITY REPORT

2016/2017

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INTRODUCTION

Welcome to our sixth annual Corporate Responsibility (CR) Report. The report provides details of our CR practices and progress for the financial operational year beginning 1 May 2016 and ending 30 April 2017. The report also explains our plans for 2017/2018.

ABOUT SHOOSMITHS


Shoosmiths LLP is a leading UK law firm working closely with Shoosmiths LLP NI. At 30 April 2017, we had 185 partners and partner equivalents and 1,599 personnel working together as one team at 12 locations in England, Scotland and Northern Ireland, namely Basingstoke, Belfast, Birmingham, Edinburgh, Leeds, London, Manchester, Milton Keynes, Northampton, Nottingham, Southampton and Thames Valley.

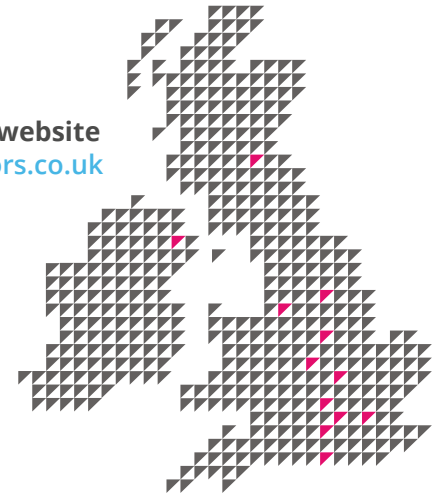
We have been delivering legal services to businesses since 1845. Clients include household-name blue-chip companies, leading financial institutions, public and private sector organisations and foreign-owned corporates.

The Private Client Practice Group, Access Legal Solicitors, provides legal services to some equally blue-chip individuals and their families.

We are accredited to the ISO 9001 quality standard and ISO 27001 information security system standard, are an Equal Opportunities Employer and were the first top 100 law firm to achieve 'Gold Standard' Investors in People status. We are a member of the World Services Group working with partners to deliver international advice for our clients.

FIND OUT MORE

-  **Shoosmiths website**
www.shoosmiths.co.uk
- Access Legal Solicitors website**
www.accesslegalsolicitors.co.uk
-  **Follow us on twitter**
www.twitter.com/shoosmiths
www.twitter.com/access_legal
www.twitter.com/shoosmithsgrads
-  Read our CR policies, reports and United Nations (UN) Global Compact Communications on Progress
www.shoosmiths.co.uk/about-us/corporate-responsibility-252.aspx
-  Stay in touch with our latest CR news via our blog **SHOUTback**
<http://shoutback.shoosmiths.co.uk>
-  Read our annual slavery and human trafficking statements
www.shoosmiths.co.uk/slavery-and-human-trafficking-statement-11579.aspx
www.accesslegalsolicitors.co.uk/slavery-and-human-trafficking-statement
-  **We would love to receive your feedback.** Please send your comments, questions and suggestions to
corporate.responsibility@shoosmiths.co.uk



Foreword by our Chief Executive and Chairman

Our vision to be the leading national law firm famous for its client experience is underpinned by our CR aspiration to be the leading national law firm famous for its positive contribution to society.

We are pleased to share with you our approach and progress during our financial year 2016/2017; the second year of our three-year business strategy. We also explain our priorities for 2017/2018.

We experienced another year of continued strong growth both in profit and income.

The year saw great changes and uncertainty across the globe, but our position remained unchanged: focusing on our clients' needs and adapting accordingly to best support them during the period and by providing the excellent service for which we are known.

On 1 December 2016, we opened our office in Leeds and also entered the legal market of Northern Ireland. Our merger with Belfast firm, McManus Kearney, a well-known, trusted and successful business was motivated by client demand and by our wish to have a commercial presence in Northern Ireland as a result of the complex work we undertake, for example, in recoveries and commercial financial services.

The bedrock for Shoosmiths' success continues to be our people, culture and values which drive a collegiate approach to working with clients. This enables us to put clients at the centre of what we do, which in turn has fuelled organic growth. Our lawyers tailor their approach to each client's business, delivering high-quality legal advice, backed by clear and open communication, cost transparency and business sense.

Reflecting on our approach and plans for the following year also gives us pause to consider what difference we have been able to make and should be making as part of a wider contribution to society than purely one of financial value and attractiveness as an employer.

The Shoosmiths approach to CR is based on our desire to **Shine: Bright Ideas for Positive Change**. Our ability to achieve an overall positive impact on society is determined not just by specific societal aspirations within our business planning cycle but also by our wider goals and the procedures we follow to run our business.

We encourage everyone to play their collective part. We are particularly grateful to colleagues and teams who co-ordinate a range of projects including community investment programme committees, pro bono clinics, other brokered pro bono projects and team volunteering activities. They bring our CR commitments to life encouraging participation by individuals and teams across our offices.

During the year, we became a founding signatory of the Law Society Pro Bono Charter, were accredited as a Disability Confident Employer, partnered with Aspiring Solicitors and backed Time to Change. We are also in year two of our membership of the UN Global Compact having published our first COP in January 2016.

We have also considered the 17 UN Sustainable Development Goals (SDGs) and 169 associated targets as a means of identifying opportunities to engage and collaborate with stakeholders and partners in areas where we impact and have the potential to influence change.

Looking to the future, we are focused on:

- an ambitious growth strategy to take a larger share of the UK legal market and we have chosen to build our practice organically through carefully planned expansion of our teams and services across locations, in response to client demand;
- to give greater flexibility in the working environment, Shoosmiths is rolling out agile working across its offices. Our recent infrastructure upgrades have made our network of offices more connected than ever before; and

- following more closely what our clients demand and looking at innovative ways to do this and to improve both efficiency and the client experience.

We are very pleased with the progress we've made this year towards consolidating our position as the national UK law firm known for providing an excellent client experience and are excited about the opportunities ahead.

Claire Rowe
Chief Executive



Peter Duff
Chairman



Business strategy

FINANCIAL PERFORMANCE

Turnover for 2016/2017 was £116.7 million and profit was £29.3 million.

SCOPE OF REPORT

This report was prepared for and approved by the Operations Board on 30 November 2017, providing a summary of Shoosmiths' CR progress between May 2016 and April 2017. It is the sixth annual CR Report produced by Shoosmiths, with reporting having commenced in 2011/2012.

The report covers Shoosmiths' entire management systems and operations. Unless reported otherwise, all data relates to the period between 1 May 2016 and 30 April 2017.

CR AND OUR BUSINESS STRATEGY

Our business plan reflects our priorities for the 2016/2019 period building on our existing success – great people, clients and locations – to achieve further growth across our five practice groups.

We will deliver our vision by:

- a reputation for quality and a great client experience;
- staying close to our clients, anticipating their needs and delivering collaborative solutions to their legal requirements;
- showing strength in our diversity and being an employer of choice by offering a rewarding and opportunity filled environment for all our people; and
- a strong national presence through our network of offices.

Operating to the highest standards of business integrity governs our approach.

To deliver **Shine: Bright Ideas for Positive Change** we provide the necessary tools and guidance to enable colleagues to think and say 'This is how I shine. This is how I made a difference.'



We will achieve our CR strategy by setting and reviewing targets in four work programmes:

OUR MARKETPLACE

Working collaboratively in the marketplace with our clients and suppliers to evidence best CR practice aligned with our vision to be the leading national law firm famous for its client experience.

OUR WORKPLACE

Attracting, developing and retaining the best talent for reinforcing our values and providing a stimulating and rewarding work environment.

OUR ENVIRONMENT

Demonstrating high standards of environmental responsibility in all our operations and minimising the environmental impacts associated with our activities, products and services.

OUR COMMUNITIES

Building and maintaining sustainable community relationships.

Our CR focus in 2016/2017 included continued efforts to give back to communities in the form of staff volunteering and pro bono legal advice provision, a strategic review of our approach to diversity, inclusion and staff wellbeing, consideration of supplier environmental and social best practice and continued collaboration

to facilitate the delivery of our clients' commercial and societal CR goals.

Our CR focus in 2017/2018 will continue in these areas as well as quality and risk-focused reviews of new regulatory requirements and expansion of agile working to more staff and offices.

OUR PRACTICE GROUPS

We provide services to clients via five practice groups. These are:

- Recoveries Services Practice Group undertakes debt collection and debt administration acting for clearing and other retail banks, debt purchasers, other lenders (including captive motor finance houses) in relation to consumer and commercial, debt recovery and large corporates in relation to business-to-business trade debt.
- Corporate Practice Group advises public and private companies, management teams, investors and debt providers through their business lifecycles. This ranges from start-up and first-round finance through to mergers and acquisitions, management buy-out and management buy-in transactions, development funding and exits, whether by way of sale, listing or private equity investment.
- Real Estate Practice Group acts for investors, developers, funders, landowners and occupiers in relation to their real estate requirements. The extent of advice is diverse and includes advising in relation to acquisitions, disposals, lettings, development, bank security, construction, planning and litigation.
- Commercial Practice Group advises businesses (limited companies, partnerships and sole traders), individuals and other entities (such as pensions fund trustees) on a wide range of legal issues relating to their commercial activity.
- Private Client Practice Group deals with sale and purchase of residential property, wills, probate and intestacy, wealth protection and the protection of those who cannot administer their own affairs, clinical negligence, personal injury and other consumer litigation, education and family law.

The work of the practice groups and the business as a whole is supported by the business support directorates:

- Business Development, which is responsible for growing sustainable, profitable new business by maintaining and developing client relationships and building the firm's brand and reputation.
- Business Improvement, which is responsible for delivering transformational improvement projects and building improvement capability to enhance client experience, improve services and drive increased efficiency across the firm.
- Finance, which is responsible for ensuring compliance with the Solicitors Regulation Authority (SRA) Accounts Rules 2011 and Law Society of Scotland rules as well as strong financial management of the business.
- Human Resources, which is responsible for recruitment and diversity, reward and benefits (including learning and development and HR), Estates Management, health and safety, wellbeing and CR.
- Information Services (IS), which is responsible for implementing, managing and developing the technological infrastructure of the business.
- Quality and Risk (Q & R), which is responsible for oversight of all aspects of regulation, quality and compliance across the firm.

OUR PREMISES

Our business operates out of 13 offices in 12 locations in England, Scotland and Northern Ireland. We are located in Basingstoke, Belfast, Birmingham, Edinburgh, Leeds, London, Manchester, Milton Keynes,

Northampton (two offices), Nottingham, Southampton and Thames Valley.

Offsite facilities include archiving of wills, files and deeds. Our third-party operated disaster recovery and business continuity facilities are off site and as widespread in the UK as our offices.

2016/2017 highlights

We are pleased to report a number of CR highlights during 2016/2017. These included:

OUR MARKETPLACE

- | | |
|-----------------------|---|
| June 2016 | The Lawyer Awards 2016 shortlisted Shoosmiths as a Law Firm of the Year finalist. |
| June 2016 | Shoosmiths became authorised by the Financial Conduct Authority (FCA) to undertake activities including debt administration, debt collection and mortgage administration. |
| June 2016 | Nisus Consulting, which focuses on client satisfaction by measuring and analysing how law firms perform, ranked Shoosmiths 4th in its Performance and Value Index. |
| September 2016 | Legal 500 2016/2017 cited Shoosmiths as a top tier firm in 33 practice areas and as 'recommended' in a further 32 practice areas. |
| September 2016 | Northamptonshire 2016 Law Society Awards awarded Shoosmiths Northamptonshire Large Law Firm of the Year, judges noting details also of our approach to training, staff welfare and development, diversity and our contribution to the community. The Northamptonshire Young Lawyer of the Year Award, recognised Ahsan Khan's co-ordination of the monthly pro bono clinic with Citizens Advice and the University of Northampton School of Law. |

October 2016 Recognised in the **Financial Times' 50 Most Innovative Law Firms Awards** being shortlisted for 'innovation in resourcing and efficiency', for development of our Resource Solutions range of products, and for 'innovation in culture, brand and strategy', for our Strategy Roadshow workshops.

October 2016 **The British Legal Awards 2016** shortlisted Shoosmiths in three categories: UK Law Firm of the Year, Legal Services Innovation Award and Private Equity Team of the Year.

November 2016 **Legal Week's Best Legal Adviser Report** listed Shoosmiths as a top 20 firm for client satisfaction.

November 2016 Shoosmiths was ranked in the **UK Chambers and Partners 2017** in 55 categories with Tier 1 rankings across 11 practice areas. 140 of our lawyers were ranked as leading individuals.

December 2016 Won the **LawWorks award** for Best Contribution by a Firm with an English Regional Office.



LawWorks Awards 2016 for Best Contribution by a Firm with an English Regional Office

OUR WORKPLACE

- May 2016** Won the **Best Trainer Award – National/Large Regional Firm** for the fourth consecutive year at the LawCareers.Net Training and Recruitment Awards.
- May 2016** TheJobCrowd placed Shoosmiths 62nd in the **Top 100 Companies for Graduates to Work For** list, and fifth in the legal category.
- May 2016** AllAboutSchoolLeavers Awards 2016 ranked Shoosmiths 35th in the **Top 100 Employers for School and College Leavers**.
- June 2016** Shoosmiths commended in the **Health and Safety Awards** by the Royal Society for the Prevention of Accidents (RoSPA).
- July 2016** Recognised as one of **Legal Week’s Ten Best Employers 2016** for the 12th consecutive year.
- August 2016** Shortlisted for **Law Society Awards for Excellence in Learning and Development**.
- August 2016** Announced the winners of our inaugural annual CR awards to recognise our people who use their talents and passion to make a positive difference.
- September 2016** Shortlisted in two categories in **The Lawyer’s Business Leadership Awards 2016** which celebrate excellence in legal market business services – **Best Recruitment Campaign** and **Best Talent Initiative**.
- September 2016** **RATEMYPLACEMENT Undergraduate Employer Awards** for 2016/2017 ranked Shoosmiths 67th, the fourth consecutive year ranked in the top 100.
- September 2016** CEO Claire Rowe was a finalist in the **Board Level and Senior Executive of the Year** category at the **Women in Business Awards 2016** and awarded ‘role model’ by the judges.
- September 2016** **Lex 100’s** annual trainee survey rated Shoosmiths winners in the **Job Satisfaction** and **Living Up To Expectations** categories.
- September 2016** Ranked 134th in the **UK Guardian 300** (Top 300 employers in the UK), our 5th consecutive year in the top 300 and 42 places higher than last year.

October 2016 AllAboutLaw Awards 2016 shortlisted Shoosmiths for three awards, **Best Use of Social Media in a Trainee and Vacation Scheme Recruitment Campaign, Best Vacation Scheme – National Firm – and Best Trainee and Vacation Scheme Recruitment Website.**

October 2016 Shoosmiths was accredited as a **Disability Confident Employer** which has replaced the Two Ticks Positive About Disabled People Scheme.



October 2016 Shoosmiths partnered with Aspiring Solicitors to widen access to a career in law.

February 2017 Shoosmiths backed the initiative 'Time to Change', an anti-discrimination initiative founded by mental health charities Mind and Rethink Mental Illness.

February 2017 Nominated for **Target Jobs 'Best Use of Social Media' Award.**

March 2017 Highly Commended for **Legal Cheek Best Work Life Balance Award.**


March 2017 Our apprenticeship programme was praised by the Civil Court Users Association's (CCUA) 2017 Awards and apprentice Kayleigh Brooks was recognised for her outstanding progress.

OUR ENVIRONMENT

March 2017 Participated in the **Legal Sustainability Alliance (LSA) 10th annual Climate Change report** providing carbon footprint data and an update on our adherence to the LSA's seven climate change principles. We were one of 57 LSA members that submitted carbon footprint data and one of 27 firms to have reported for seven years or more.

June 2017 20% of Shoosmiths' staff had converted to agile working following investment in our Thames Valley and Manchester offices.

OUR COMMUNITIES

- May 2016** Shoosmiths shortlisted for the **Better Society Awards 2016** by the Better Society Network for **Best Staff Fundraising** category.
- June 2016** Our payroll giving scheme, that allows colleagues to donate from their pre-tax salaries to charity, was awarded a **Payroll Giving Quality Mark – Bronze Award** status – minimum 1% employee take up.
- 
- The logo for the Bronze Award 2016 Payroll Giving is displayed. It features the text 'BRONZE AWARD 2016' at the top, followed by a stylized graphic of five interlocking diamond shapes in a row. Below the graphic is the text 'PAYROLL GIVING'. At the bottom, it says 'Awarded by' followed by the 'CAF Charities Aid Foundation' logo.
- June 2016** Laura Bloxham was nominated by **Leith Theatre Trust** for the pro bono work she undertook for them at the Inspiring Volunteering Awards Ceremony at the Edinburgh City Chambers.
- September 2016** Exhibition and book launch 'The Neglected Watercolourist – The Life and Work of T.L. Shoosmiths' – sponsored at Northampton Museum and Art Gallery.
- October 2016** Shortlisted for **Law Awards of Scotland CSR Firm of the Year**.
- November 2016** Became a founding signatory of the **Law Society's Pro Bono Charter**.
- January 2017** Published our first annual **UN Global Compact Communication on Progress (COP)** reporting against the Compact's 10 principles on human rights, labour, environment and anti-corruption.
- March 2017** **Pennies from Heaven** awarded Shoosmiths a gold medal for the sixth consecutive year, in recognition of more than 20% of colleagues donating their payslip pennies to charity. A total of 32% of our colleagues participated.

GOVERNANCE

We aim to operate to the highest standards of business integrity.

We have defined policies, processes, practices and control structures by which we ensure appropriate behaviour and consistent standards across the firm. Our compliance monitoring officers review compliance with those policies, systems and controls and report the results through our governance framework. The internal auditor ensures that the second line of defence operates effectively.

Our management systems are accredited to the quality management system ISO 9001: 2008 (accredited since 1995) and the information security system ISO 27001: 2013 (accredited since 2010) and are based on the health and safety management system OHSAS 18001:2007, the environmental management system ISO 14001:2015 and the guidance on social responsibility ISO 26001:2010.

Accountability and management of CR

We want everyone to recognise the importance of a socially responsible operated business in achieving our vision and business goals and to inspire and empower our people to use their talents to make a difference in the communities in which we are present. The Corporate Responsibility Consultant is responsible for defining, reviewing and delivering the CR strategy, with each practice group head and director having responsibility and accountability for CR within their respective areas.

The Chief Executive, Claire Rowe, has ultimate responsibility for CR. She is responsible for ensuring that agreed business objectives – including CR – are achieved by the firm and is a role model for the key behavioural characteristics and values required of colleagues.

Our Chairman Peter Duff is responsible for ensuring the firm's drive and commitment is maintained. This includes ensuring a positive CR image is portrayed externally, while acting as a role model so that partners adopt similar CR behaviours and responsibilities.

The Operations Board in conjunction with the Chief Executive is responsible for

ensuring that the firm is managed in such a way that agreed business objectives are achieved and professional standards are maintained. The four pillars of our CR programme are led by Operations Board members under the chairmanship of the Chief Executive:

- HR Director leads on workplace, community and environment;
- Business Development Director leads on marketplace (clients);
- HR Director and IS Director lead on marketplace (suppliers); and
- Director of Quality and Risk leads on quality and risk.

The Practice Group heads for Commercial, Corporate, Private Client, Real Estate and Recoveries Services are responsible for embedding CR into their respective Practice Groups.

The Executive Compliance Committee (EXCO) acts as the regulatory affairs board particularly to address regulatory issues relating to the Financial Conduct Authority (FCA) and other regulatory bodies, e.g. the Solicitors Regulation Authority (SRA) and the Law Society of Scotland.

Under the chairmanship of the Chief Executive the **Heads of Office** meet twice a year. They are responsible for ensuring the Shoosmiths culture and values are upheld, that staff have the necessary support and resources to undertake their roles effectively and that the firm's profile within the local business community is maintained. They support the delivery of the firm's stated CR targets and ensure each office plays an active role in progressing commitments. We also have committees in areas such as risk ([page 17](#)), health and safety ([page 33](#)), and our environment ([page 38](#)).

EMPLOYEE COMMITTEES

Our Forum for Employee representatives has participants from each Shoosmiths office. It meets every six months and is chaired by either the Chief Executive or Chairman. The purpose of the Forum is to consult with management and to provide feedback from across the organisation. Matters typically discussed include financial information, strategic plans, general business developments, health, safety and environment matters, diversity and inclusion, and CR plans and updates.

The Forum has agreed to hold bi-annual meetings in each office with local representatives, chaired by the Office Head and support by local HR staff. The aim of these meetings is to allow office-based issues to be addressed locally with the support of the Office Head. This change was a recommendation following the wellbeing survey conducted in 2016/2017.

Each office, supported by CR Champions, operates a Community Investment Programme (CIP) committee, responsible for delivering the CR strategy locally. The committees co-ordinate activities to support our CR goals and targets. This includes our annual programme of activities to

support local charity fundraising partners, projects with a range of other third sector organisations and identifying staff volunteering opportunities.

Our network of Pro Bono Champions co-ordinate office or practice group support for our pro bono clinics and pro bono programmes brokered by organisations such as Business in the Community and LawWorks.

Our Gender Equality Working Group was established in January 2017. It reports directly to the board and was established in recognition that a series of actions need to be taken at a firm level to advance gender equality. Membership is representative of business functions and includes our Chief Executive. It provides a sounding board to discuss issues and potential solutions. It also responds to Operations Board ideas in order to determine steps to be taken thus enabling our employees to influence decisions that will affect them.

To support men and women in their career development, we have established a LeanIn Network across our offices. This Network aims to help address issues staff face in both their work and personal life that could hinder their development. As well as aiming to progress the career development of staff, the group also informs our diversity and inclusion strategy, policy and procedures. The Network is a forum to share experiences and knowledge of a variety of role models and provides an informal setting to share good practice and discuss issues of mutual interest.

Our Apprenticeship Working Group, 'Project Trail Blaze', established in January 2016, drives action and engagement for our early careers strategy. This network enables us to capture business needs and explore areas of the firm that might best use apprentices.

OUR POLICIES

We operate to a defined set of policies and procedures. Our policy statements explain our aspirations and principles and are underpinned by procedures that ensure delivery. During 2016/2017 we reviewed our health and safety policy and established an energy management policy. A review of our equal opportunities policy included the establishment of a specific harassment and bullying policy. We also updated our gifts and hospitality policy.

The latest published policy statements can be viewed on our website:
www.shoosmiths.co.uk/about-us/corporate-responsibility-252.aspx

PROGRESS AGAINST TARGETS AND DATA

We set targets to focus our efforts and drive improvements in the business, shaped by sustainability challenges, not least those defined by the UN 2030 global Sustainable Development Goals (SDGs).

Progress against our 2016/2017 marketplace, workplace, environment and community targets can be viewed at appendix 1 as well as our plans for 2017/2018. Appendix 2 reports on key performance indicators data. Appendix 3 sets out the relevance of our CR programme to the SDGs and appendix 4 highlights organisations we worked with at firm or office level during 2016/2017.

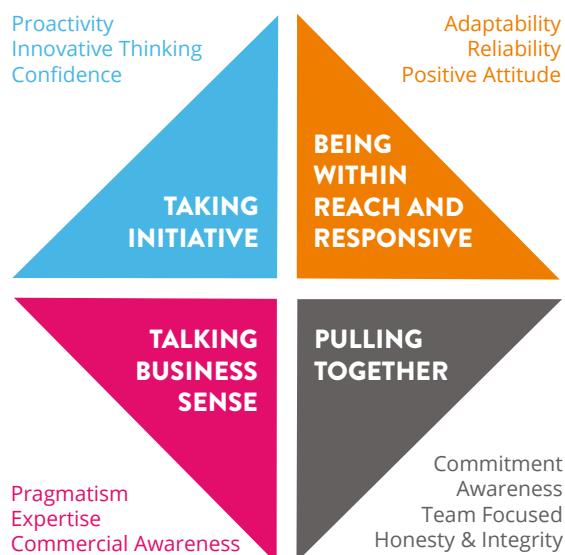


Our culture and values

Our ambition for our workforce is to have a unique culture, one that differentiates us and where individuals are recognised for their talent and contribution regardless of background, beliefs or circumstances. We ask for, listen to and act on, the views of our people; we promote an agile approach to work, focusing on outputs rather than when or where work is conducted and equality of opportunity.

For Shoosmiths, culture is about the heartbeat of the firm, the way we conduct ourselves with our clients and colleagues in hard times as well as good. In our case, that means encouraging collaboration by reducing barriers between departments, a real lack of hierarchy, zero tolerance for arrogance and pomposity, together with clear thinking and mutual support.

Our values guide our behaviour, and our behaviour defines our unique culture. We have just four values and, like all the best and most effective things in life, they are simple.



Our cultural values are the foundation of our client brand: People, Relationships, Results. Because our values drive our recruitment process by ensuring all appointed candidates have a good cultural fit, we employ people who are better able to build relationships, internally and externally. As a result of these successful relationships, we are able to truly understand our clients' needs from which successful outcomes follow.

We expect to see every partner and senior manager reflecting our values in their day-to-day interactions with colleagues and teams. We constantly check this through 1:1s, promotion criteria, reward and recognition and staff surveys.

Shoosmiths' success and value is built on a cornerstone of understanding; that our people are key to our success. We continually strive to develop a diverse, inclusive, workforce and a work environment that enables everyone to reach their full potential and feel recognised for their talent regardless of background, beliefs or circumstances. We aspire to create a culture that is genuinely inclusive and that promotes wellbeing both at work and beyond. In turn, this culture allows us to deliver excellent client service in a unique 'Shoosmiths way'.

'Our clients tell us that they choose us not only because of the calibre of our legal advisers but the service they receive. Our unique culture recognises the talent that each and every person at Shoosmiths brings and we work hard to help them reach their potential, benefitting clients and colleagues.'

Louise Hadland, HR Director, Shoosmiths



Regulation and risk management

The Quality and Risk (Q & R) Directorate is responsible for the guidance and oversight of regulation and risk across Shoosmiths in conjunction with the Compliance Officer for Legal Practice (COLP) and the Compliance Officer for Finance and Administration (COFA), together with Shoosmiths' Financial Conduct Authorisation (FCA) Approved Persons. The key responsibilities are maintaining and raising standards, identifying, managing and mitigating risk, complying with all regulatory requirements, helping to improve the client experience, monitoring compliance and ensuring continuous improvement in quality and risk.

The Director of Quality and Risk reports to the Chief Executive and is a member of the Operations Board which oversees the operational aspects of Shoosmiths LLP.

The scope of the Q & R function includes England and Wales, Scotland and (from 1 December 2016) Northern Ireland.

GOVERNANCE FRAMEWORK

There is a clear and effective governance framework with the Executive Compliance Committee (EXCO) dealing with the regulatory issues at a high level, which are escalated to the firm's Operations Board, where appropriate. EXCO members are the FCA-approved persons, all of whom are also members of the Operations Board. The support of senior management to the Q & R function is critical for an effective compliance culture.

The Compliance and Risk Officers Committee acts as a forum to identify quality and risk issues. Chaired by the Director of Q & R, the membership consists of all the Directors, the COLP, COFA, the internal auditor, Practice Group representatives and the senior managers in Q & R. It evaluates significant operational and strategic risks, monitors risks and develops appropriate

policies and procedures for consideration by EXCO in relation to regulatory issues and escalation to the Operations Board. The Committee looks at the regulatory issues at a more granular level and considers how to achieve measurable outputs, for example, implementing the Practice Standards (released in January 2017) which are intended to drive consistency, discipline and accountability.

ROLE OF QUALITY AND RISK

The Q & R Directorate is responsible for maintaining and raising standards (including the provision of business-critical advice), identifying and managing risk, reviewing and staying up to date with the regulatory/legal landscape, improving the client experience, monitoring and continuous improvement.

That role includes implementing policies/procedures and providing guidance/training on all regulatory, risk management and compliance issues in consultation, where appropriate, with the Partnership Council, Operations Board, EXCO and the Compliance and Risk Officers Committee.

The firm operates a 'three lines of defence model' to identify, review/mitigate and manage risk. Each line has a defined route into the firm-wide governance framework to ensure transparency and the visibility of issues at all times. The first line is managed by Practice Group Heads and Directors. The second line is Q & R which provides advice and independent monitoring of the first line's operations and controls. Internal audit provides the third line of defence, namely independent assurance, to determine that risks are properly identified, managed and mitigated. The internal auditor reports directly to the COLP on internal audit findings and quality control.

The focus of Q & R is on providing a helpful, commercial, practical service to the firm

so that the function is seen as being easy to do business with. This results in greater interaction with Q & R so that not only are queries raised but they are raised early which minimises risk and contributes to the bottom line by reducing time spent dealing with claims and complaints.

Increasingly, the business is taking the initiative in driving forward the agenda with real commitment which demonstrates that an effective compliance culture is becoming embedded.

In 2016/2017, major achievements were:

- FCA authorisation was obtained with the right permissions;
- authorisation was obtained from the Law Society of Northern Ireland for Shoosmiths Northern Ireland;
- launch of and initial phase of implementation of the Practice Standards; and
- firm-wide training on client-related issues was undertaken.

The FCA authorisation evidences Shoosmiths' commitment to excellence and legal services, particularly where our work interfaces with financial services and FCA authorised clients. It provides independent reassurance for clients that we are operating to some of the highest possible standards.

Our focus in 2016/2017, by following FCA requirements, was to ensure the best possible outcomes for our clients and customers of our clients. We have had several client audits to review the regulatory framework and implementation of and compliance with, FCA requirements, none of which have highlighted any key actions.

We have made several returns to the FCA, as required, on Shoosmiths regulatory activity and no issues have been raised as a result. Whilst there have been some complaints received about our regulated services, of

those which have resulted in referral to the Financial Ombudsman Service (FOS), the FOS decisions have upheld our position in 80% of cases, far higher than the industry average.

RISK MANAGEMENT FRAMEWORK

The Director of Q & R is responsible for the risk management framework and for ensuring that key risk indicators are identified and closely monitored on a regular basis.

The Risk Management Framework and Risk Registers are maintained across all Practice Groups and Directorates. There is an ongoing programme to improve the management of risk. Horizon scanning ensures we identify and take steps to mitigate external risks which might impact the firm.

Risk is managed and mitigated by a system of internal controls that facilitates an effective and efficient operation responsive to a variety of operational, financial, commercial and reputational risks. Controls include policies and procedures, comprehensive reporting, business planning and budgeting, high-level risk framework including risk registers, internal audit programmes, external audits, third-party reports and annual reviews of effectiveness.

The Director ensures that an open and receptive approach to resolving risk issues is adopted by the Q & R team and the wider firm.

KEY RISKS AND CHALLENGES

Key risks to our firm include failure to attract/keep top talent including succession planning, reputational damage from internal and external activities, failure to keep up to date with advances in technology or changes

in the regulatory landscape and loss or theft of personal or confidential data.

The current major challenges for the firm are:

- Implementation of the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017;
- General Data Protection Regulation (GDPR) implementation;
- Implementation of the Criminal Finances Act 2017; and
- Implementation of the Senior Managers and Certification regime.

We will be reviewing our Anti Money Laundering (AML) policies and procedures once the Money Laundering Regulations are published, to bring them up to date, and will be training on the new requirements. With the aim of improving consistency and

reducing risk, we are moving towards a centralised client inception process. The AML Risk Assessment will be completed once the new Regulations are available.

The firm's separate GDPR project, overseen by the Director of Q & R, is project managed by an internal Business Improvement expert, reporting regularly to the board. There are seven work streams, with representatives from each practice group and directorate, who report into the steering group. Our internal data protection lawyers are assisting with the project. The data inventory was due to be completed by the end of September 2017.

The risk assessment required for the Criminal Finances Act 2017 will be commenced shortly with the aim that the key commitment will be published on 30 September 2017.

Business conduct

We are committed to conducting our business with honesty and integrity and we expect all partners/directors and staff to maintain high standards. All colleagues are expected to behave as ambassadors of the firm and we have clear procedures in place for how to do this, which are communicated and reviewed on an annual basis.

We take pride in being an ethical, transparent firm which acts with integrity at all times. We have a zero-tolerance approach to bribery and corruption and comply with our other statutory obligations.

Our policies cover such issues as anti-money laundering, data protection, information security, anti-bribery and corruption, gifts and hospitality, information security, quality and risk management and supplier

management procedures. All colleagues complete regular training on these issues to ensure they are fully aware of their obligations. This includes a requirement for all new starters to complete our anti-bribery course during induction plus anti-money laundering and data protection courses as well as a number of other courses.

During 2016/2017, we updated our policy on gifts and hospitality, introducing new limits above which hospitality needs approval, which is kept under review. We will revise our Anti Money Laundering and Counter Terrorist Financing (CTF) policy to reflect the new Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 once the Regulations are published.

Our [supplier code of conduct](#) sets out our supplier expectations regarding under age and forced labour, freedom of association, discrimination, wages and benefits, working hours, healthy and safe working conditions, environment, business integrity, discipline and grievances.

WHISTLEBLOWING

We have a clear whistleblowing policy which sets out the process for reporting any concerns about wrongdoing or breaches of policies. This takes account of the requirements set out in chapter 10 of the SRA Code of Conduct and the requirements set out in the FCA's Senior Management Arrangements, Systems and Controls (SYSC)18, in relation to the Public Interest Disclosure Act 1998.

Staff are encouraged to report suspected wrongdoing or dangers in relation to activities including criminal activity, miscarriages of justice, danger to health and safety, damage to environment, forced or compulsory labour or human trafficking, bribery, failure to comply with any professional obligations, financial fraud or mismanagement and any breach of the SRA Handbook, FCA Handbook, SRA Accounts Rules, the Law Society of Scotland Rules, or the Law Society of Northern Ireland, unauthorised disclosure of confidential information and deliberate concealment of any of the above matters.

BUSINESS CONTINUITY PROGRAMME

We have a fully documented and implemented Business Continuity Programme (BCP) and Disaster Recovery Process. This includes alternate site working arrangements, penetration testing on our network and BCP plan testing. The IS function has been

accredited to the ISO 27001:2013 standard since 2010. Our Director of Q & R is our Business Continuity Co-ordinator and, along with our Chairman, they govern and approve processes and plans.

Dedicated response teams respond to any adverse situation ensuring staff safety and the maintenance of client contractual obligations.

During 2016/2017, our review of our BCPs involved the implementation of individual plans for each office, reflective of local conditions and potential risks. As part of this process, we reviewed our approach to responding to environmental risks, including climate change issues such as the potential for flooding. This review considered our premises, operations, staff, logistics, assets and data back-up processes and procedures.

Other risks planned for include major incidents such as terrorism. Local plans include safety areas for our staff and updated and improved contact mechanisms. Future plans include researching a remote application, so if staff are involved in a major disruptive incident we can locate them.

ENGAGING WITH OUR STAKEHOLDERS

We aim for external recognition that we are a responsible corporate citizen in all business conduct.

Our stakeholders or interested parties are any individuals or organisations that can affect, or be affected by or perceive themselves to be affected by a decision or activity undertaken by Shoosmiths. In the CR arena, we look for opportunities to work

together with stakeholders to tackle some of society's challenges. Examples of our approach, highlighted throughout the report include learning, sharing information and best practice, and raising awareness of issues and how they may be addressed.

Stakeholder	Examples of engagement
Clients	Meetings, reporting, account management, client service reviews, events and briefings, training articles, advertising, website and joint CR activities.
Community	Partnerships and projects, meetings, memberships/subscriptions, website, CR blog, workshops and provision of hosting facilities.
Media	Meetings with journalists, updates via press releases, website and social media communications.
Partners and staff	Partner conferences and partner meetings, Employee Forum, firm-wide emails and briefings, monthly team briefs in every office, bi-annual Chief Executive/Chairman presentations in every office, strategy roadshows, staff surveys and votes, training and firm intranet.
Professional bodies and institutions	Roundtables, seminars, advisory groups and benchmarking activities.
Regulators	Dialogue and meetings.
Suppliers	Meetings, strategic and operational reviews and tenders.


In October 2016, we commenced the replacement of all our telephone systems with a single unified communications (UC) solution. UC combines telephony with other ways of communicating such as SMS

(texting), instant messaging (IM), voice mail, video conferencing as well as the ability to collaborate via the web with document sharing and whiteboards.

SHOUTback

Our CR blog SHOUTback published 145 articles during the year. We use the blog to celebrate activities undertaken across the firm, by an office, team or by an individual and to raise the profile of the many organisations we are supporting. Articles cover the full range of our CR


work programme and, of the articles published, 17% were marketplace related, 26% workplace, 6% environment and 51% covered a community theme. We particularly encouraged colleagues to share their volunteering experiences with 29 such features published.









[Home](#) [About SHOUTback](#) [News stories](#) [Photo gallery](#) [Graduate news](#) [Submit a story](#)

Shoosmiths real estate team volunteer at Hulme Community Garden Centre

13 JUL 2016 BY [SHOUTBACK IN FEATURE, MANCHESTER, SHOOSMITHS, SHOUTBACK, SOMETHING DIFFERENT](#) / [NO COMMENTS](#)





On 21 April 2016, eleven members of the Manchester Real Estate team volunteered for half a day at Hulme Community Garden Centre. The team consisted of Alex Peliza, James Brodie, Joanna Hoppe, Joanne Hoole, Leslie Mok, Lida Khanverdi, Melissa Gulcimen, Neil Armstrong, Penny Cranston, Sally Haslewood and Zara Saunders.

OUR MARKETPLACE

We support our clients to achieve their commercial and CR-related aspirations. We work collaboratively with both clients and suppliers, aiming to achieve best practice in corporate responsibility.

Our clients

We advise and support clients on many topics that have social, environmental or ethical relevance.

Our marketplace programme for the period 2016/2019 concentrates on:

- supporting the commercial and societal CR aspirations of our clients; and
- working collaboratively in the marketplace with our clients and suppliers to evidence best CR practice.

Examples of our CR-related work for clients during the year included:

- Advised Octopus Energy Group Holdings Limited, wholly owned subsidiary of Octopus Capital Limited (Octopus), on its investment into specialist intelligent energy management technology firm, Reactive Technologies Limited (Reactive). Reactive leverages its expertise in communications engineering to bring new technologies to the market that will positively assist the energy industry to deliver cleaner, greener and more affordable energy, through more efficient and effective energy management.
- Advised Kingdom Housing Association on a £3.6 million housing development in Devilla, Kincardine, Fife, that will provide 27 affordable houses in the area. Bill Banks, Kingdom's Chief Executive, commented: 'This innovative scheme, partially funded from the Scottish Government's Partnership Support for Regeneration Fund, will provide local families with the opportunity to purchase their own new build homes, at more affordable prices, within their local

community. Shoosmiths' excellent service and effective legal advice has ensured the process has been efficient and we look forward to working with them on the next phase of the redevelopment.' We also advised Kingdom on the purchase of a development site from Fife Council. The site on Fraser Avenue in Inverkeithing will see an estimated 189 affordable homes built in a four-phased project due to complete by 2022.

- We provide legal advice on renewable projects, including solar, hydro-electric, bio-fuels, anaerobic digestion/ biomass, combined heat and power, energy from gas and wind turbines. Legal aspects covered include property law, planning, regulatory, health and safety requirements, environmental considerations, construction contracts, funding documents and commercial arrangements.
- We advise entrepreneurs and early-stage businesses on the legal issues vital to get their concept off the ground and, from there, through the business cycle from start-up through to second-stage funding, intellectual property protection, share incentives, tax planning and beyond.
- Shoosmiths is sponsoring and chairs the executive committee of the Henley Business Angels (HBA), launched in September 2016. HBA is a network of alumni and friends of the University of Reading whose purpose is to help build the Henley Centre for Entrepreneurship (HCfE) at the Henley Business School (HBS) as a centre of entrepreneurial excellence and support new business

ventures launched by entrepreneurs who are graduates of or are connected with the University of Reading and HBS by providing funding and mentorship to those new business ventures. Shoosmiths also provides workshops to these companies on Angel investment and other forms of early-stage investment as well as a mentoring service.

- Shoosmiths/Access Legal Solicitors are committed to supporting our armed forces and are signed up to the Defence Discount Service, which provides discounts on a range of goods and services to serving and reserve members of the armed forces, veterans and their families, bereaved family members, cadet forces and NATO personnel. A 10% discount is provided on conveyancing fees and on all will writing fees for individuals and couples in those categories. A 10% discount is also offered on probate and wealth planning advice (subject to a maximum discount of £500).
- Modern Slavery Act advice and training has been provided to clients by our regulatory, employment and commercial teams including board briefings, compliance checklists, amending contracts to include anti-slavery clauses, assisting with business deals clients are undertaking – considering if other parties involved are affected by the legislation, conducting supply chain due diligence, inserting anti-slavery clauses in agreements –, assisting with statement drafting, reviewing and amending supply chain documentation, anti-slavery policies, procedures and supplier codes of conduct, audit questionnaires and s.54 transparency statements. We have spoken at a number of events during the year including at the House of Commons in November 2016 at the Ethical Labour in Construction Leadership Symposium hosted by the Building Research Establishment, at a Business in the Community workshop convened in Nottingham and a ‘one year on’ debate

hosted by the Law Society. Shoosmiths was part of the Law Society advisory group for the development of the Modern Slavery Act and Section 54 [practice note](#) published in December 2016. This brings together legal requirements contained in the Modern Slavery Act, Bribery Acts and other legislation, and gives solicitors specific advice and examples of best practice for acting as a trusted adviser assisting their clients in meeting their anti-slavery obligations and managing their supply chains, as well as in their own firms.

- In May 2016, Shoosmiths hosted an EU referendum debate to offer clients and contacts different insights. Political and academic panellists included former home secretary the Rt. Hon Ann Widdecombe; former leader of Milton Keynes Council Councillor Andrew Geary; director of Cranfield University’s Centre for Customised Executive Development Dr John Glen; and Dr Leslie Budd of The Open University’s Department for Public Leadership and Social Enterprise.
- In December 2016, we hosted a workshop in Birmingham for charity clients and contacts on how to secure winning partnerships with companies and to help charities think innovatively and creatively about how they might work with companies beyond traditional corporate fundraising.
- In March 2017, our Birmingham employment team hosted and spoke at a ‘Sight Loss in the Marketplace’ seminar for HR Managers organised by client RNIB. The event aimed to raise awareness in the workplace of the issues that blind and partially sighted people face in the workplace and to highlight companies’ legal responsibilities to provide support.

We are committed to the provision of legal advice on a pro bono basis to organisations and individuals unable to afford advice. Further details can be found in our communities section on [page 45](#).

LEGAL UPDATES

In September 2016, a quarterly legislation tracker was launched for clients entitled 'Compendium'. An overview of anticipated legal developments is provided, timeframe for implementation and practical suggestions

for steps that can be taken.

During 2016/2017, we also published 259 legal updates on our Shoosmiths website. Articles relevant to the CR agenda covered such issues as:

MARKETPLACE

- Human rights
- Modern Slavery Act
- Protecting confidential information
- Vulnerability – a guide for debt collection

WORKPLACE

- Apprenticeship levy
- Benefits in kind
- Bereavement leave
- Compensation for discrimination
- Conduct outside work
- Criminal record checks
- Diversity
- Dressing down in the workplace
- EU data protection regime
- Fair dismissal for misconduct
- Flexible working
- Gender pay gap reporting
- Immigration Act and rules
- Internships and work experience
- Long-term absence
- Maternity rights and wrongs
- Migrant worker sponsorship
- National living wage
- National minimum wage
- Ramadan – practical considerations for employers
- Right to work – follow-up checks
- Time off for dependents
- Transgender equality
- Zero hours contracts

ENVIRONMENT

- Energy Savings Opportunity Scheme
- Fracking
- Habitat III – the application of the New Urban Agenda
- Light obstruction notices
- Minimum Energy Efficiency Standard guidance
- Sustainability in the Housing White Paper

COMMUNITY

- Community Interest Companies

Treating customers fairly

Treating Customers Fairly (TCF) is embedded in the firm. Firm-wide arrangements include a formal governance framework which provides management and clients with the assurance that Shoosmiths is effectively managed and controlled and that clients/customers are treated fairly. These governance arrangements enable senior management to have a clear view of activities and risks and to ensure that these are managed appropriately in line with the rules and guidance of our regulators.

All staff are responsible for ensuring clients/customers are treated fairly through training of staff and performance management, and by embedding adherence to firm-wide policies and procedures into their day-to-day activity.

During 2016/2017, we concentrated on ensuring consistency and building a best practice connection between our business assurance function, our complaints feedback and our frontline and specialist staff. The best practice loop allows us to ensure that our policies and procedures are practical and fit for purpose in what is a very dynamic and constantly changing area. This means that any anomalies between what our policies and procedures say we should do and what takes place in practice can be addressed quickly. It also allows our business assurance function to be responsive to complaints, to identify trends and, therefore, to focus promptly on areas for improvement.

VULNERABLE ADULTS AND MENTAL HEALTH

Our employees need to be aware of issues that may arise when advising clients who are dealing with vulnerable adults, including those with mental health difficulties. This is particularly relevant for our Recoveries Services Practice Group (RSG) which advises clients on debt recovery.

Our staff training and awareness programme aims to help customers who are in debt difficulties and who need help. This includes new starter and refresher vulnerability training as well as quarterly awareness campaigns designed to highlight specific issues. Best practice is shared across the teams including via tip of the week, posters and quizzes. Discussions/reviews with staff ensure they are confident in knowing how to respond and signpost clients. Staff who deal with difficult conversations and the vulnerable on a regular basis are also made aware of the support available to them which can be accessed via our intranet.

During 2016/2017 RSG concentrated on ensuring staff are confident in recognising vulnerability and that they know how to deal with special circumstances themselves or know how to sensitively obtain information to allow for signposting to an appropriate third party. We also looked at resilience for our staff who are regularly dealing with difficult situations to ensure that their own wellbeing is not detrimentally affected.

Our vulnerable adult and mental health issues policies and procedures are reviewed against new industry guidance to ensure best practice is maintained.

Partner Jenny Ogden is our RSG's Vulnerable Adults and Mental Health Issues Coordinator. She is responsible for implementing the Group's vulnerable adults policy, logging issues and internal reporting on our performance each quarter.

During 2016/2017, we considered amongst other guidance '**Vulnerability: a guide for debt collection, 21 questions, 21 steps**', '**Vulnerability a guide for advice agencies**', '**Vulnerability a guide for lending**', and the new requirements for data protection in light of the General Data Protection Regulation (GDPR).

GUIDANCE ON VULNERABILITY FOR THE DEBT COLLECTION SECTOR

In March 2017, Shoosmiths contributed to the latest industry guide on vulnerability. **'Vulnerability: a guide for debt collection, 21 questions, 21 steps'** is primarily aimed at the debt collection sector but its underlying messages and practical advice on some of the key vulnerability issues facing the sector are equally applicable to a much wider field.

The guidance, sponsored by the Finance Leasing Association (FLA) and the UK Cards Association, was written by Chris Fitch (Personal Finance Research Centre, University of Bristol and Money Advice Trust), Jamie Evans (Personal Finance Research Centre, University of Bristol) and Colin Trend (Plymouth Focus Advice Centre). The guide contains practical advice and case studies which can easily be translated into processes and procedures.

'In response to this guidance we compared our current practices and procedures to the best practice outlined in the guide and

made recommendations for improvement, which have been incorporated into our vulnerability action plan. The recommendations included having a survey of our staff to ascertain from them how they felt about the training they have received, what else they require and how confident they are in dealing with various vulnerable circumstances. Other recommendations made were that further training be given to staff in respect of resilience and the support available; how to deal with suicide threats; and awareness training on addiction and terminal illnesses. It was also recommended that more guidance and training be given to junior managers who have line responsibility for staff dealing with sensitive situations, in respect of managers' discretion for implementing both bespoke solutions for the vulnerable and to support our staff's wellbeing.'

Jenny Ogden, partner, Recoveries Services Practice Group, Shoosmiths

Our suppliers

We aim to work with suppliers whose CR standards reflect our own and who share their ideas and knowledge to support us in the improvement of CR performance. Our purchasing policy and guidelines informs our approach and details a range of environmental, social and ethical issues for consideration as part of the supplier selection process.

This is underpinned by our supplier code of conduct covering laws and regulations, under age and forced labour, freedom of association, discrimination, wages and benefits, working hours, healthy and safe

working conditions, environment, business integrity, discipline and grievances.

Examples of supplier initiatives are included in the environment section of our report (see [page 38](#)).

In July 2016, we published our first slavery and human trafficking statement on the landing page of our Shoosmiths and Access Legal Solicitors websites. The statement is a requirement of the Modern Slavery Act 2015, 'Transparency in Supply Chains' and sets out the steps taken to identify and mitigate slavery and human trafficking.

OUR WORKPLACE

We are all unique and each has a particular contribution to make in delivering the Shoosmiths strategy, which is why our employee engagement strategy places the employee at the centre of management. We also want to inspire and empower our people to use their talents to make a positive difference in their communities.

Our workplace programme for the period 2016/2019 concentrates on:

- opportunities provided for all to meet their full potential and demonstrate leadership;
- attaining the highest standards of safety performance;
- everyone feeling welcome, valued, included, healthy and happy;
- inspiration of individuals interested in working in the legal sector irrespective of background or circumstances; and
- giving people the trust and freedom and authority to make a difference in their role for the benefit of colleagues and clients.

'The firm really values its employees which is one of the best things – it makes you feel more motivated to work to your best potential.'

Shoosmiths colleague (quoted on the [JobCrowd website](#))

At the end of April 2017, we employed 1,599 people (1,491.8 full-time equivalents/fte), of which there were 185 partners and partner equivalents in 12 locations.

An engaged workforce is delivered by:

- working life collaboration and a continued momentum to support flexible/agile working;
- providing a strategic backdrop so that each person understands the purpose of his/her role;
- regular staff 'listenings' that enable us to identify improved ways of working, sharing of best practice and open appraisal of personal performance;
- manager training and understanding of employee engagement;
- individualised flexible benefits, recognising one offer does not suit all as staff needs will vary according to such factors as career stage, length of service and personal factors;
- placing the wellbeing of an individual as a business priority; and
- tone of voice engagement that encourages feedback and creates an environment where staff are empowered to ask questions and stretch boundaries, and managers are empowered to say no if the answer to that question is not good for business.

Talent attraction and development

The attraction and recruitment of talent has a profound impact on the future success of Shoosmiths. We need to be an employer of choice to attract, train and retain the best talent available.

Routes to qualification in the legal profession are ever-evolving and we have been working

to transform our early careers model accordingly.

One alternative path is apprenticeships. These foster long-term development of our people, whilst solving problems experienced in competitive talent market conditions and responding to government reform and

regulatory change. With the introduction of the Apprenticeship Levy in May 2017, we may see an increase in the number of apprenticeship programmes offered by employers. At Shoosmiths, our numbers have so far remained static, but we remain committed to exploring new opportunities as they arise.

Our wider early careers programme offers not just apprenticeships but also placements and training programmes across the full breadth of our business support and legal teams.

One of the challenges we face is the relatively small uptake for apprenticeship programmes across our target audience. Despite rising costs, university is still considered by many to be the best route to the profession and that the apprenticeship route is less appealing. During 2017/2018, we will continue to focus on breaking down misconceptions about the profession and highlighting the benefits of the apprenticeship route. Interaction includes hosting open evenings, scheduling question and answer sessions on Twitter and hosting immersive content online through videos, blogs and LinkedIn groups. Using the hashtag #AskShoos, we invite applicants to post questions via social networks ensuring we can offer an instant response in ways the audience are familiar with.

As part of our Young People in Law programme (YPiL), we support schools across the UK by providing guidance for career choices, mock interviews and skills sessions tailored to an audience who might otherwise have dismissed the idea of a career in a law firm.

Shoosmiths offers a one-week summer placement scheme to those who wish to pursue a career in law, with 42 places provided during the reporting year. We also provide work shadowing opportunities of up to three days for those who have not yet made a decision but wish to experience

a legal work environment, with 67 places provided in 2016/2017.

★ RATEMYPLACEMENT

2016 - 2017

**Top 100
Undergraduate
Employers**

We recognise that accessing a career in law can be a challenge for many individuals, so we are committed to making positive changes to help candidates shine at each stage of their career.

PARTNERING WITH ASPIRING SOLICITORS

In October 2016, we partnered with Aspiring Solicitors, an organisation committed to ensuring that the most talented candidates with the greatest potential as lawyers maximise their chances of success.

'Having worked with Shoosmiths at a number of student employability events in the past, we are sure this partnership will prove beneficial in opening up the accessibility of legal careers to aspiring lawyers. The diversity and inclusion values at Shoosmiths mirror our own and we look forward to what this partnership will accomplish.'

Chris White, Founder, Aspiring Solicitors



TALENT DEVELOPMENT

During 2016/2017, we promoted 108 colleagues. [Appendix 2](#) details promotions by grade.

OUR TRAINEE PROGRAMME

Attracting the very best people to Shoosmiths is a vital component of our business strategy. In July 2016, 96 candidates, selected from more than 2,000 applications attended an assessment day which is centred on our values and providing the candidate with a fantastic experience.



For more than 13 years our graduate assessment centres have conducted CV blind interviewing which removes the potential for bias on the grounds of gender, ethnicity or social background. In 2016, we also dropped the academic entry requirements for a training contract.

'When candidates meet us they always say 'I read on your website that you are approachable, friendly and collaborative, but it's so valuable to see that it is true!'

Samantha Hope, Graduate Recruitment Manager, Shoosmiths

At school careers fairs or employer presentations, current trainees talk about the opportunities they have to contribute to the local community throughout their training contract and are proud to support our CR aspirations.

The 1st year trainees also completed the annual CR challenge, which for the second consecutive year focused on wellbeing. (See the wellbeing section on [page 34](#) for details).

Reward and recognition

We invest in our staff by offering a fulfilling work environment and a range of benefits. As part of their package employees may receive child care vouchers, Cycle to Work subsidies, dental cover, eye care, free or discounted legal services for individuals and thank you payments for referrals (which can instead be made as charitable donations), pensions and life assurance, private medical health insurance and staff discounts.

The firm also runs a peer to peer recognition scheme called **Above and Beyond**. Each employee is given £75 each financial year to use to recognise best practice in their colleagues in line with our values and brand aspirations. Employees are often in a better position than managers to see the extra lengths their colleagues will go to and are trusted and empowered to recognise this effort.



Diversity and inclusion

To thrive as a law firm, we need difference. Difference of thought and perspective, difference in perception and approach to challenges. Our diversity and inclusion mission aims to help attract and nurture a diverse group of staff and to create an environment and culture that is genuinely inclusive, where every member of staff feels valued for their contribution to the firm. In doing this we will ensure we have the best people, that they are happy and confident in developing great relationships and are capable of delivering fantastic results and a unique service to our clients.

We have an excellent track record and have achieved significant recognition for encouraging diversity in the legal profession. We were the first legal practice to gain a Gold Standard Equality Assured recruitment (EQA) accreditation and we have regularly featured at the top of the Black Solicitors Network (BSN) Diversity League Table. In 2015, our graduate recruitment team had accepted the Commendation for Diversity by LawCareers.net. We aim to build on that success.

We were the first top 100 law firm to achieve the Investors in People Gold Standard in 2011 and the first to be reaccredited in 2015.



In May 2016 we appointed a dedicated Diversity, Inclusion and Wellbeing Manager in order that we could review and further advance our performance. The Operations Board approved the Diversity, Inclusion and Wellbeing strategy in September 2016. The supporting action plan included a survey of all staff to inform future initiatives.

Shoosmiths has continued to partner with organisations to advance work on equality, diversity and inclusion for both the firm and the profession. As a founding signatory of the Law Society's Diversity and Inclusion Charter, we actively support initiatives to attract minority groups to the legal profession, such as via the Black Lawyers Directory (BLD). We have been involved in the Legal Launch Pad programme (LLP), managed by the BLD since its launch in 2008 and this is included within our trainee recruitment programme. We also partner with groups such as Birmingham Black Lawyers, Aspiring Solicitors, Women in Law and Black, Asian and Minority Ethnic (BAME) majority schools. As part of our Young People in Law programme (YPiL), we support schools across the UK by providing career guidance, mock interviews and skills sessions. Opportunities to participate in YPiL are available for all employees.

Key diversity data

More detailed data is provided in Appendix 2.

		% of Shoosmiths staff
Gender	Male	32.9
	Female	67.1
Disability	Disabled	3.0
Ethnicity	White/ European	85.7
	BAME	11.49
	Unknown or not reported	2.81

FLEXIBLE AND AGILE WORKING

We are committed to helping staff to position work in an appropriate place in their lives, enabling them to balance personal commitments and work demands. Our policies include:

- agile working;
- flexible holidays;
- flexible working;
- home and mobile working;
- parental leave;
- volunteering to encourage one day a year volunteering in the community; and
- your time which provides the opportunity to 'take back' some time when life outside work has to take priority from time to time, to manage the needs of family and friends.

Learning and development

All new starters are required to complete an induction programme which includes an opportunity to meet the Chief Executive and Chairman and covers issues such as financial control, compliance, quality and risk, delivering valued legal services, CR, diversity, information systems, developing the business and product awareness training.

During National Learning at Work Week, 16 to 22 May 2016, Shoosmiths highlighted the 2016 theme of 'connecting' by organising the Shoosmiths Collaborative Challenge. The aim was for it to be fun, competitive and creative whilst collaborating with others.

Our Learning and Development team help staff develop skills and knowledge as they advance in Shoosmiths. Shoosmiths also has a strong coaching culture developed over many years and which is recognised positively within professional services.

A variety of support tools are provided to allow employees to enhance their current expertise and learn new skills. Training programmes are delivered for staff at all levels and on topics that include health and safety, business skills to enable teams to work smarter, developing and living our values, management, financial awareness and client development. For partners, both

new and existing, there are programmes to provide guidance on leadership, coaching and strategic vision. All employees receive regular refresher training on such subjects as anti-money laundering, data protection, anti-bribery and corruption, with both e-learning and face-to-face training provided.

Our Learning Content Management System (LCMS) forms an important part of ongoing evidence of individual professional development. E-Learning courses include anti-corruption, data protection, employee misconduct, competition law compliance, modern slavery, personal safety and manual handling. The courses can also be branded and tailored for use by clients using case studies, exercises and a final assessment (where compliance with legislation needs to be evidenced).

In October 2016, we launched a new personal learning and development library of interactive tools and e-Learning content. The regularly updated material provides additional support for our learning programmes including quizzes and assessments to help understand individual motivations and aspirations, improving IT skills, articles, videos and advice direct from expert coaches and trainers on a wide range of subjects.

Health and safety

Our overall health and safety objective is to attain the highest standards of safety performance and we seek the co-operation of all concerned in enabling us to achieve this commitment.

As Shoosmiths continues to grow, ensuring that safety considerations remain integral to our operations is key.

We believe strong leadership empowers commitment across all areas of the business which will lead to further reductions in accidents.

Our [health and safety policy](#) statement is reviewed annually or as required and was last updated in December 2016. Our plan and objectives are produced and signed off for each calendar year. Local plans underpin national planning and information sharing, and ensure our policy and procedures work effectively.

Our firm-wide Health, Safety and Environment Committee (HSE), chaired by the Health and Safety Manager, has representatives from Estates Management, HR and Corporate Responsibility.

Our Estates Managers are responsible for safety in their offices and have close working relationships with landlords and management companies in order to achieve an integrated safety system within each office.

Our third party management company (FISco) works closely with our Estates Management team and reviews risk assessments and methods of work prior to contractors being permitted on site. A permit to work system is in place for high-risk works.

We have appointed an external adviser to maintain our Health, Safety and Environment Legislative Register, which is office specific.

STAKEHOLDER ENGAGEMENT

During the June 2016, UK Health and Safety Week, Shoosmiths activities across the offices included talks, classes and competitions. Talks covered stress management, counter terrorism, personal safety awareness; we ran classes on health and wellbeing checks, massages, self-defence classes, physiotherapy drop-in sessions, laughter therapy, reflexology, meditation and yoga, back and body clinic and competitions such as health and safety quizzes, table tennis and a walk the walk pedometer challenge.

During the year, we also produced articles to raise staff awareness on such topics as health and safety, wellbeing, agile working – what it means for Shoosmiths and the language of change – mindfulness, emergency preparedness, display screen equipment and the future of wellbeing.

Annual health and safety reports and office and firm-wide accident data are also published on the intranet.

Our employees are one of our main health and safety stakeholders but, externally, we have close working relationships with local safety groups, management companies where we are tenants in managed buildings, our insurance broker and FISco. Emergency and building information is shared to ensure integration across all parties.



Shoosmiths' Health & Safety Week, Lakes table tennis

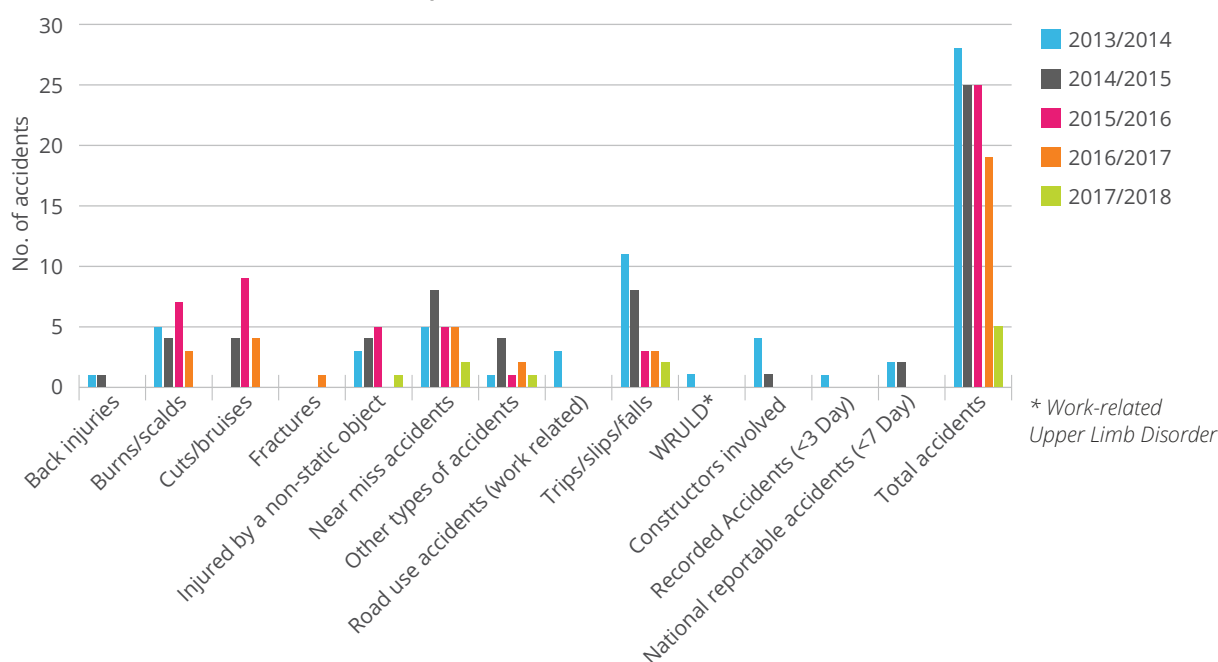
PERFORMANCE AND BENCHMARKING

The graph below shows accidents by type from April 2013 to March 2017.

We benchmark our statistics using Labour Force Survey and RIDDOR reporting information.

There were no RIDDOR accidents within the firm during 2016/2017; a demonstration of the continuous hard work towards the common goal of accident reduction.

Firm-wide National Accidents by Financial Year 2013/2014-2017/2018



Wellbeing

We recognise the importance of wellbeing at work and the impact it can have on productivity.

We also understand that wellbeing is subjective, meaning different things to individuals and that it is determined by factors beyond physical and social conditions. In November 2016, we conducted a staff survey to help us gain a better understanding of the impact working at Shoosmiths has on

staff satisfaction and wellbeing. In January 2017, the Operations Board agreed that to better understand the survey responses focus groups should be established. These took place at each office discussing the outcomes of the survey and determining priorities for the next 12 months.

Our trainees are introduced to the importance of health and wellbeing during their induction. Activities included a hot yoga

session and nutritionist talk to emphasise how to start a career the right way – how to beat stress and how to be a well-rounded person embarking on business. We set a

wellbeing challenge for our trainees to further reinforce these messages, (see case study below).

1ST YEAR TRAINEES DELIVER WELLBEING CHALLENGE WITH FLYING COLOURS

Every year, we issue a CR challenge to our 1st year trainees and for the second consecutive year we focused on the theme of wellbeing.

During the course of the challenge the trainees pitched ideas that they believed would enhance the Shoosmiths wellbeing programme and between November 2016 and March 2017 they delivered a number of activities, measuring impact and identifying opportunities for firm-wide take up.



2017 Wellbeing Challenge, Birmingham canoe challenge

In Manchester, for example, 59 colleagues signed up to a 12-week wellbeing challenge which included a wellbeing walking lunch, mindfulness session and mindfulness themed tour around Manchester Art Gallery. In Nottingham, a Wellbeing Week in March 2017 provided focus. Other offices organised competitions to grow the tallest sunflower and largest sunflower head, promoted fidget toys and stress balls, Sudoku challenges, walks and sporting challenges.

'The challenge was always much bigger than just getting healthy and being part of a competition, it was also about our trainees developing skills for the long term. During the challenge, they met new colleagues, made friends and developed their skills. They gave us some fantastic ideas, and the initiatives they created really have raised awareness of the importance of health and wellbeing in the workplace.'

Charlene Birch, Graduate Recruitment Manager, Shoosmiths

'The mindfulness session was extremely interesting and has made me appreciate the importance of mindfulness.'

'Thank you again for organising the Gallery visit.'



MENTAL WELLBEING

One in four people in the UK will experience a mental health problem in any given year¹, and nine out of ten people say they have faced negative treatment as a result.^{2,3}

In May 2016, Michael Chaskalson, one of the UK's foremost mindfulness practitioners, provided some of our leaders with an introduction to mindfulness. Mindfulness helps the individual practice self-awareness and can increase levels of attention and concentration helping to create a mental state that promotes better outcomes for the individual and everyone you interact with. Mindfulness is becoming a widely accepted and effective business tool.

Learning and Development created a dedicated mindfulness page on the intranet with links to useful websites for further information.

One finding of our staff wellbeing survey was the importance of mental wellbeing. While health factors such as weight, nutrition and exercise are important it was clear that mental health initiatives would also be welcomed by staff.

In January 2017, we signed the Time to Change Employer Pledge the UK's biggest programme to challenge mental health stigma. The initiative was founded by mental health charities, Mind and Rethink Mental Illness, working to change the way we think and act about mental health. The pledge was signed by our Chairman Peter Duff and Chief Executive Claire Rowe and was widely communicated internally. Guidance on managing disclosure of mental health issues was disseminated to all offices via our HR managers.



Shoosmiths Pledges Support for Time to Change

'A big step in tackling mental health discrimination is acknowledging that it exists; and committing to ending it wherever possible. At Shoosmiths, we are truly committed to ending the stigma attached to mental health and to making our workplaces mentally healthy. Signing the Time to Change Pledge is a first step in improving the mental wellbeing of our staff. In signing the Pledge, we are demonstrating our commitment to creating an environment where people can talk about any mental health issues affecting them and be confident that they will get the support they need. It is our hope that as a result of us signing up and living the commitments we are making, that other businesses will follow suit.'

Peter Duff, Chairman, Shoosmiths



1 *Adult Psychiatric Morbidity Survey 2007*

2 *Time to Change 2017 data on people's experiences of discrimination*

3 *Experiences of discrimination among people using mental health services in England 2008-2011 published in the British Journal of Psychiatry April 2013, number of authors but main author E. Corker*

In signing the Pledge we are delivering an action plan to address mental health. We will:

- ensure everyone feels valued;
- provide an environment that allows staff to deliver their full capability;
- develop a wellbeing strategy that focuses on the needs of the individual;
- raise awareness and understanding of mental health issues; and
- provide support for managers as well as giving all staff access to information and support tools.

Future initiatives include:

- development of a network of mental health champions;
- mental health training; and
- a mindfulness course provided to all staff.

Our wellbeing priorities during 2017/2018 are to develop a wellbeing policy and raise awareness of mental health and appropriate support.

OUR ENVIRONMENT

Shoosmiths is committed to protecting the environment by demonstrating high standards of environmental responsibility in all its operations and preventing or mitigating the environmental impacts associated with our activities, products and services. Continual improvement forms part of our approach in order that we can achieve an overall positive environmental impact as a result of the way we do business.

Our environment programme for the period 2016/2019 concentrates on:

- striving to achieve balance in the three pillars of sustainability – environment, society and the economy; and
- working with our suppliers to improve our sustainability performance.

The most material issues for our business are: procurement and resource use; energy consumption and carbon emissions associated with our buildings, IS systems and employee travel; and waste and recycling. Solutions lie in the management of our operations, investment in new, and alternative technologies, working with our suppliers and encouraging behavioural best practice across our teams.

Our environmental management system

Our environmental management system (EMS) is based on the ISO 14001:2015 standard. Our environmental policy statement defines our approach in striving to achieve balance in the three pillars of sustainability – environment, society and the economy.

Our procurement and supplier management policy sets out our approach to managing our indirect environmental and social impacts and we work with our suppliers to identify opportunities to reduce impacts.

Shoosmiths operates an incident reporting system which includes environmental incidents. No environmental incidents were recorded during 2016/2017.

We measure and minimise the environmental impacts associated with our use of resources (including energy use) and the waste we generate from our buildings and as a result of the services provided to clients.

Our 13 offices in 12 locations include both

single lease and multi-tenanted buildings. Our Birmingham office (multi-tenanted) at Colmore Square holds an 'excellent' BREEAM (Building Research Establishment Environmental Assessment Methodology) rating as does the new Manchester office to be occupied from June 2017. The Apex Plaza building (multi-tenanted), Reading is ISO 14001 certified.

Where we have direct control of our offices, for example buildings where we are the sole tenant, we have a greater ability to influence change. Where we do not have direct control, we liaise with our landlords to identify opportunities, for example through tenant sustainability working groups.

During 2016/2017, we undertook internal office environmental audits as part of our annual health, safety and environmental audits. This process is managed by our firm-wide health and safety manager. We also hired an external consultancy to conduct one-day site audits of our Birmingham (multi-tenanted) and Thames Valley (multi-

tenanted) offices to assess environmental legislative and best practice compliance. We also used a consultancy to advise on the environmental aspects register component of our environmental management system.

AGILE WORKING AND OFFICE MOVES

Agile working brings people, processes, connectivity and technology, time and place together to find the most appropriate and effective way of working to carry out a particular task. Agile working, for Shoosmiths means any time, any place anywhere and incorporates different working methodologies, processes and procedures and different working styles including mobile, home and flexible working.

The Reading pilot was undertaken between May and September 2016 and the Manchester agile working roll out was completed June 2017. Supported by an IS infrastructure that provides flexibility in connecting anywhere with our clients, agile working has demonstrated a capacity for change and employee enthusiasm that embraces new ways of working. Agile working has also resulted in greater collaboration across all practice groups and enabled employees to choose how they can best service their clients.

The new-look Thames Valley office



'The amazing new-look office and moving to agile working has been a refreshing change. Being able to work in the various office areas depending on the specific task is very empowering. Having the break-out area is a fantastic addition which has already got me speaking to new people and forming new relationships. What a result!'

Shoosmiths colleague

From September 2016, a refurbishment programme commenced at the Lakes office in Northampton which is scheduled to be completed by April 2018. Refurbishment includes heating, lighting and ventilation changes and trialling a new desk layout working environment in conveyancing. Environmental improvements include replacing our water-based air-conditioning system with a dry air-based system which when fully commissioned is anticipated to reduce energy consumption by 30% and the elimination of business disruption due to potential flooding.



Apex Plaza, The Forum

In October 2016, we moved from Quantum House to the top floor of the Square Building in Basingstoke. In December 2016, we opened new offices in Belfast and Leeds and in London in April 2017 we relocated from Tower 42 to the 6th floor of St. Martin's Le Grand in support of our continued growth plans over the next two to three years.

During 2017/2018, we will move to new offices in Leeds and Southampton, both of which will be fitted out to support agile working. We are also trialling the implementation of a variation of agile working that will focus on changing the way existing space is used to maximise its utilisation. This will be supported by the roll out of paper light working. By the end of April 2018 60% of our employees will have transitioned to agile working and 50% of our offices converted to support task working.

Resource management

During 2016/2017, there was a continued focus on paper light working which reduces dependency on paper and encourages best practice processes across teams with each practice group and directorate being tasked with establishing soft filing protocols. Agile working arrangements reinforced minimal paper production and electronic document storage practices.

To support this change, predictive email filing (PEF) was introduced, staff training was undertaken and a full roll out schedule produced.

As a consequence, we saw our printed sheets consumption reduce by a further 8% to 28 million pages. During 2017/2018, our aim is to reduce printed page volumes by a further 5% versus 2016/2017, which would equate to a reduced annual volume of 26.4 million sheets.

STATIONERY

Our approach is to use recycled stationery where we can and copier paper, which is our highest usage paper is Forest Stewardship Council (FSC) certified. We will continue to investigate new opportunities during 2017/2018.

During 2016/2017, Shoosmiths used 1,067 lines of stationery, of which 286 have a defined environmental benefit. Of these lines, 80 products have 100% recycled content and 87 partial recycled content. We used six FSC-certified paper products, which constituted about 98% of our paper spend.

For the fourth consecutive year we reported paper consumption data to the Legal Sustainability Alliance (LSA), a collaborative network committed to environmental improvement.

DONATION OF USED IT EQUIPMENT

We work with partner organisations to ensure that equipment that can no longer be used within the business is re-used or recycled by others.

Since 2008, Shoosmiths has donated redundant IT equipment to Computer Aid International, a charity that helps disadvantaged communities to access digital equipment that will improve their lives. Computer Aid takes the equipment, wipes the data from it and donates it to different programmes across the world. Our computers typically have a five-year life and by donating them in this way we can extend the life of our equipment by another three to four years.

During 2016/2017, 652 IT assets were donated (4,451 kg) to Computer Aid. Of the 652 items donated 367 units were re-used (2,513 kg) and 285 (1,938 kg) were recycled with the re-used assets sent to four projects in Africa (40% to Kenya, 21% to Zimbabwe, 21% to Sierra Leone and 18% to Ethiopia). No assets went to landfill as Computer Aid's downstream partners operate a manual disassembly process, breaking down items to their constituent parts which are then sent to specialist refiners for re-use and recycling.



Computer Aid supported IT classroom Kisii University, Kenya

SHOOSMITHS DONATES TO FOUR COMPUTER PROJECTS IN AFRICA

Kisii University, Kenya

Computer Aid has developed a scheme to enable university students to access technology during their studies and at home using laptops. Most of the students have never received educational IT training before university and require extra training to learn basic software packages such as Word, PowerPoint and Excel in order to complete their homework and become employable upon graduation. Shoosmiths' computers have played a huge role in decreasing student to PC ratios at the university, enabling more students to apply IT to their studies.

World Links hub, Zimbabwe

Computer Aid's hub World Links distributed Shoosmiths' computers to primary and secondary schools immediately before the examination period so that more PCs would be available to students taking their IT exams.

E Class Project in partnership with Njala University, Sierra Leone

Computer Aid partnered with Njala University to equip 10 primary schools with computers in the classroom for the first time. Through the partnership, students and teachers will receive information and communication technology (ICT) training from the university, supporting the integration of IT into the schools' curriculums.

Ethiopian Knowledge and Technology Transfer Society (EKTTTS)

Computer Aid sent our used equipment to EKTTTS, its Ethiopian partner hub which works with local government to set up IT labs in primary and secondary schools across the country.



'We are extremely grateful for Shoosmiths' generous donations and endless support over the years. The organisation shares our values and understands the importance of re-use.'



**Nicola Gampell, Marketing Officer
Computer Aid International**

BOTTLED WATER

We use on-site water purification systems across our offices to provide freshly filtered water, both still and sparkling for our client and internal meetings. This has a lower carbon footprint than bottled mineral waters and, because the bottles are re-used it reduces waste. Between May 2016 and April 2017, we consumed 29,541 litres of water and avoided 5.33 tonnes of glass (equivalent to 2,461 containers) needing to be recycled or disposed of.



Energy and carbon

Shoosmiths occupies sole and multi-tenanted buildings and consumes electricity and gas for heating, ventilation, air conditioning, lighting and IT equipment. We track electricity and gas consumption at our offices through monthly reporting.

Our electricity consumption unfortunately increased by 7.62% during 2016/2017 across the estate. Our gas consumption however, reduced by 16.37% at sites we control. Energy consumption within our business must continue to be a focus, and new improvement opportunities identified.

All major IT projects undertaken are reviewed against a number of criteria including energy ratings, avoiding high energy rating alternatives.

SMART TRAVEL

Efficient driving techniques can help to reduce fuel use and associated emissions. Every driver who undertakes more than 5,000 business miles annually, carries out frequent business journeys or who is a newly qualified driver must complete online driver training every three years.

We provide interest-free loans for rail and business season tickets and participate in

the government's Cycle to Work scheme. This initiative, co-ordinated on our behalf by the consultancy Gemelli Employee Benefits, seeks to encourage take-up of cycling as a more sustainable mode of transport that also improves general health and fitness. We publicise the scheme on our intranet and during induction training for new employees. During 2016/2017, 20 colleagues took part.

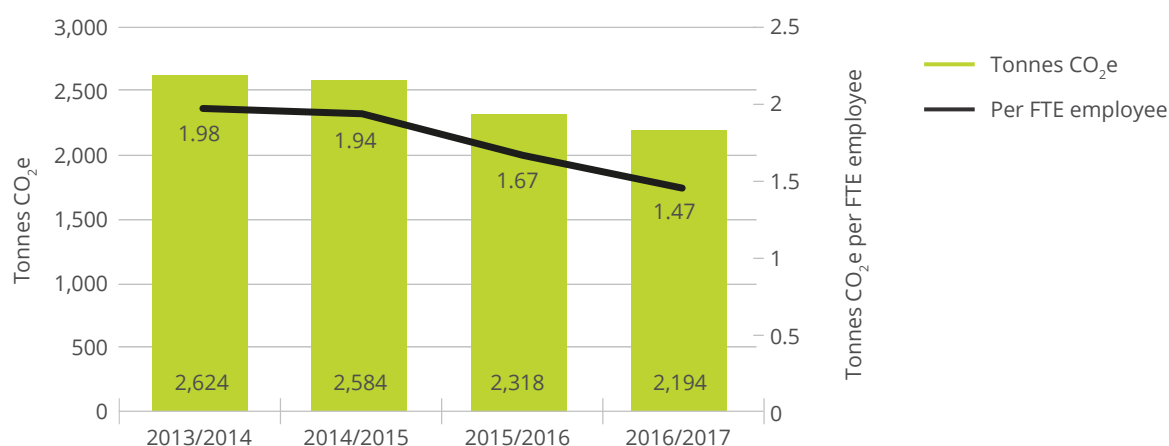
In September 2016, we joined other law firms to compete in the Law Society's Round the World in 30 Days Travel Challenge a campaign to raise awareness of the environmental implications of business travel.

OUR CARBON FOOTPRINT

Our total carbon footprint was 2,194 tonnes carbon dioxide equivalent (tCO₂e) during 2016/2017 equivalent to 1.47 tonnes per full-time equivalent employee. This includes emissions relating to office energy use, air conditioning and business travel.

Our carbon footprint data includes business travel relating to flights, cars, pool cars and taxis. We do not currently collect data for rail travel suitable for converting to CO₂e data.

Carbon footprint 2013/2014 – 2016/2017 (Tonnes CO₂e)



Waste management

FISco, our Estates Management provider, manages our office waste (general and recyclable) in three office locations (Basingstoke, Northampton and Southampton). Some waste streams at our Northampton office are managed on our behalf by a provider.

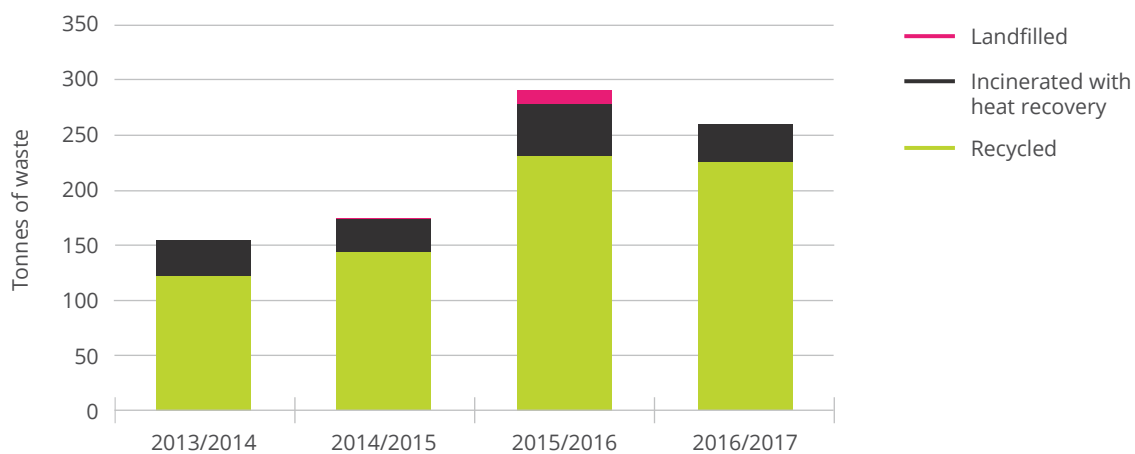
At our other offices (Birmingham, Belfast, Edinburgh, Leeds, London, Manchester, Milton Keynes, Nottingham and Reading), the landlords are responsible for managing waste contracts. Here we work with landlords alongside other tenants to identify ways of better managing our waste.

We have data for waste produced in our Basingstoke, Northampton, Nottingham and Southampton offices. In 2016/2017, these offices produced 74.76 tonnes of general waste compared with 96.64 tonnes of waste produced in 2015/2016. No waste was sent to landfill this year (see chart below).

FISco also manages confidential waste from all our offices, with the exception of Belfast, through a specialist company, Shred It, with 158.13 tonnes collected in 2016/2017. (Compared to 154.02 tonnes collected in 2015/2016.) The waste was shredded and recycled into the approximate equivalent of 186.62 tonnes of recycled fibre – tissue and toilet paper. By recycling confidential waste 466.54 m³ of landfill space was avoided. We continue to focus effort to improve accuracy of recording waste via weighed bin data rather than estimated weights.

All archived paper material that is deemed no longer required for storage is security shredded via Smurfit Kappa and the material recovered. 52.8 tonnes were collected from Shoosmiths in 2016/2017 and recycled into cardboard, toilet paper and writing paper.

Waste disposal and recovery (general, confidential and archive waste)



Note: General waste data is for our Basingstoke, Northampton, Nottingham and Southampton offices. Data for our Basingstoke office was included for part of the year and in previous years but following our office move waste collections is now included as part of landlord services. Confidential and archive waste data covers all offices except for Belfast.

Water management

Shoosmiths' sites do not abstract or impound water and water management controls are within landlord controls and procedures. Shoosmiths ensures that relevant consents are in place and all conditions are complied with.

Appendix 2 includes data on our annual water consumption in buildings at locations under Shoosmiths' control, namely Basingstoke (until October 2016), Northampton (Lakes and Victoria House premises) and Southampton.

OUR COMMUNITIES

We aim to build and maintain sustainable community relationships.

Through the community spirited nature of our colleagues, we can undertake inspiring acts with our community partners. We use our talents and passion to work with interested parties in order to make a positive difference in the communities in which we work. We seek to identify, understand and implement activities to address environmental, social, ethical and economic issues.

Our community investment programme for the period 2016/2019 concentrates on:

- provision of pro bono advice to individuals, charities and groups unable to afford to pay;
- developing and maintaining enduring relationships with community partners rather than responding to approaches for donations;
- seeking out innovative opportunities for wider community investment for charities, community groups and social enterprises; and
- staff volunteering through provision of good-quality, skills-based volunteering.

Pro bono legal advice

Shoosmiths is committed to the provision of legal advice on a pro bono basis in all areas of law that are practised across the business.

The definition of pro bono used by the Law Society and Bar Council is:

Legal advice or representation provided by lawyers in the public interest including to individuals, charities and community groups who cannot afford to pay for that advice or representation, and where public and alternative means of funding are not available.

In deciding whether or not to take on pro bono work, the normal procedures apply in relation to due diligence, conflict search checks etc. and if the legal adviser has the capacity and capability to take on. We are a signatory of and abide by the requirements of the Joint Protocol for Pro Bono Legal Work which quality marks legal work by promoting and ensuring consistently high standards of pro bono

work. It builds on the professional codes of conduct that set out the standards and requirements that all solicitors must achieve and observe.

We were a founding signatory of the Law Society Pro Bono Charter launched by the Law Society during National Pro Bono Week 7 to 11 November 2016. As a signatory, we are committed to improving access to justice for those individuals and organisations who have legal needs and are ineligible for legal aid and unable to afford to pay for legal services. The purpose of the Charter is to help practices to plan and structure their pro bono work, record and measure their pro bono hours and provide opportunities to share best practice advice and guidance with colleagues from across the professions. Signatories also commit to a biennial collection of anonymised data.

Pro bono advice is undertaken as a consequence of approaches by organisations and individuals, via charity

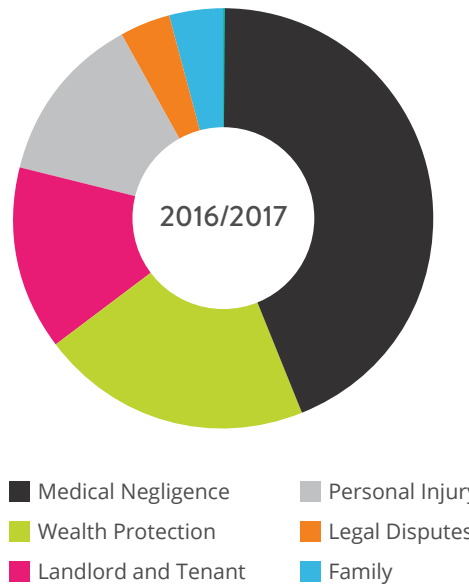
trustee roles, through legal adviser connections, by pre-appointment-based pro bono clinics and via brokered programmes managed by charities. Hours recorded by legal advisers are included with their 'matter-related' targets (targets relating to billable hours), meaning pro bono hours count towards achieving these targets. 1,119 pro bono hours were recorded during 2016/2017, representing a 4.8% decrease on the 1,176 hours recorded in 2015/2016. During 2017/2018, we will continue to focus on more accurate recording of pro bono hours, encouraging legal advisers to undertake appropriate work and publicising outcomes of support provided.

OUR ACCESS LEGAL HELPLINE

Our Access Legal Solicitors helpline established in January 2010 provides free advice to individuals. It operates six days a week and passed on 2,336 enquiries to the business during 2016/2017 on medical negligence, wealth protection, landlord and tenant, personal injury, legal disputes and family (not included in the pro bono hours stated above). Consumers can contact the helpline on 03700 868686 or via the email address helpline@shoosmiths.co.uk



Types of enquiries to our Access Legal Solicitors helpline



OUR PRO BONO PARTNERS

We work closely with a number of pro bono partners to provide free legal advice to those in need.

- **Basingstoke Citizens Advice:** In 2016/2017, we supported seven clinics advising on such issues county court judgements, divorce, guarantor and housing issues.
- **Business in the Community (BITC) ProHelp:** We support BITC's ProHelp scheme in the East Midlands (our Nottingham office) and West Midlands (our Birmingham office). A £1,250 financial donation was also made to support the operation of the scheme. Cases taken on during the year included providing advice on matters relating to lease renewal, repairing obligations and an advice note for a school.
- **Edinburgh Centre for Professional Legal Studies:** Our Edinburgh office supports

the Free Legal Advice Centre provided by the Edinburgh Centre for Professional Legal Studies at the Edinburgh University School of Law. The service is provided by diploma students who are supervised by qualified solicitors and gives students the opportunity to take part in hands-on legal work for the benefit of the community. During 2016/2017, eight clinic sessions were supported, assisting clients in both family and property dispute cases. The supervising solicitor attends the meeting between the client and the student adviser and thereafter assists with and carries out a revision of both an initial letter setting out the facts of the case and the advice that is then issued to the client, as well as assisting the student to address any follow-up questions the client may have following the advice.

- **LawWorks:** We support appointment-based pro bono clinics based on the LawWorks model in Reading and Northampton.

- **CommuniCare Legal Advice Centre:** Our Thames Valley office supports the East Reading-based CommuniCare Legal Advice Centre operated in conjunction with students from the University Of Reading School Of Law. Last year, Shoosmiths advised at 10 clinics supporting 37 clients on a variety of issues such as employment, consumer and landlord/tenant.



In addition, we made a donation of £500 to support CommuniCare's home visit service. The service was established to support the growing number of people needing support but unable to leave their homes, whether because of their own health or because they are caring for someone. The £500 donation would enable an adviser to cover 24 home visits during a three-month period.

- **Northampton pro bono clinic:** Our Northampton office supports the Northampton pro bono clinic operated in conjunction with Citizens Advice Central and East Northamptonshire and students from the University of Northampton School of Law. Last year, Shoosmiths advised 31 clients at 12 monthly advice clinics on a variety of matters such as family, probate, employment, landlord and tenant, neighbour disputes and general civil matters. We also made a £500 donation.
- **LawWorks Not-For-Profit Programme:** We support the LawWorks Not-For-Profit Programme which delivers free legal advice to charities, voluntary and community organisations and social enterprises. During 2016/2017, real estate advice was provided to six charities advising on new lease reviewing and negotiations, acquiring premises, lease reviews, acquiring premises, tenant rights and a review of heads of terms for a tenancy at will.

Other community organisations that legal advisers helped last year included Action Against Medical Accidents, Birmingham Employment Rights Advice Line, Families Need Fathers, Lowry Trust, RNIB and St Paul's Community Trust.

We sought to raise awareness of the importance of undertaking pro bono work by hosting and supporting a number of pro bono events before, during and after National Pro Bono Week. This included, training new school of law students for our Reading and Northampton pro bono clinics, running pro bono clinics, joining the University of Northampton Law School in a fundraising quiz evening as well as hosting and participating in an University of Birmingham Law School student conference on the challenges and opportunities for pro bono.

Our local community partners

During 2015/2016, we moved away from national charity funding partnerships, instead concentrating on supporting local charity partners and investing staff volunteering time in the local communities where our offices are based. This approach continued during 2016/2017 and will remain our focus in 2017/2018.

Our community investment programme committees, chaired by our lead CR Champions, are responsible for shaping and delivering our CR priorities at a local level. Offices supported designated charities during the year, undertaking staff fundraising and providing a range of in-kind resources. Charities further benefited from Pennies from Heaven contributions, the annual firm-wide silent auction and Shoosmiths' donations. These charities were St Michael's Hospice in Basingstoke, SIFA Fireside in Birmingham, Scottish Association for Mental Health, The Smile of Arran Trust and the Multiple Sclerosis Trust in Edinburgh, Brain Tumour Research in Manchester, Milton Keynes Community Foundation in Milton Keynes, Northampton Hope Centre in Northampton, Nottingham Women's Centre in Nottingham, Motiv8 South in Southampton and Guide Dogs in Thames Valley.

Birmingham office partners with SIFA Fireside



'A really big thank you for partnering with SIFA Fireside in the last year. We are so very grateful for your financial donations as well as the many collections of food and clothing which were also donated. We really couldn't run our service for the homeless and vulnerably housed if it weren't for the goodwill of the companies and individuals in Birmingham and beyond.'

Melissa Roche, Fundraising and Corporate Manager, SIFA Fireside

Nottingham Women's Centre supported by Shoosmiths silent auction donation

'Thank you to all at Shoosmiths for including us in the silent auction. £2,500 is an amazing amount of money for us and will enable us to do some things which we would otherwise be unable to afford, as we do everything on a budget. For example, we have set aside some of the money to enable us to include an online booking system for women to make appointments via our new website, reducing administration and making it much easier for women to access counselling, training and other therapies.'

'We are so grateful for any donations we receive and this is a sum of money that makes a huge difference for our beneficiaries who are amongst the most socially and economically deprived people in the UK.'

'Thank you for all your hard work in arranging the auction.'

**Holly Swinckels,
Service Development
and Sustainability
Co-ordinator,
Nottingham
Women's Centre**



**Nottingham
Women's Centre**
come on in

Thames Valley office partners with Guide Dogs for three years

'The charity Guide Dogs would like to thank all the staff at Shoosmiths Thames Valley office. As a result of your amazing fundraising activities, you have raised funds to sponsor three guide dog puppies. Your generosity will give visually impaired people, in your community, the gift of independence. Smithy, Aster and a further puppy will grow into amazing dogs that will change lives.'

Clive Wood, Community Engagement Officer, Guide Dogs



National memberships and relationships

We partner with respected organisations in the CR field to learn from their expertise and to network and share ideas with other members. Our membership during 2016/2017 included:



Business in the Community (BITC):

BITC has an overarching ethos of building a fairer society in a more sustainable future. We have been a member since 2000 and support a number of its programmes including ProHelp in the East and West Midlands and providing collaborative support for its Business Class partners in Manchester and Reading. We were also represented on the East Midlands Advisory Board, the West Midlands Regional Community Impact Leadership Team and the Black Country Community Impact Group.

We were one of 65 organisations that had their website recruitment sections reviewed by young participants and were featured as an example of best practice in BITC's youth-friendly 'jargon-free' recruitment guide published in March 2017.

Future Proofing Youth Recruitment – A best practice guide for employers on how to make jobs accessible and attractive to all young people

'Shoosmiths was one of 65 organisations that had their sites reviewed through our mystery shopper programme involving 79 young participants from a wide range of backgrounds. The young participants made a number of fantastic recommendations, which we've compiled together to create our guide for employers. Our guide has the top line findings from our workshops and features top tips for employers on how to make their recruitment and careers websites accessible and attractive to young people. The young people who assessed Shoosmiths loved the feature on the site where jobs are listed by experience level – including entry level – as this is something that hardly any other employers do, and was one of the top recommendations participants make to other employers.'

Charlotte Domanski, Campaign and Knowledge Manager, BITC



Charities Aid Foundation (CAF):

We supported the annual #Giving Tuesday Campaign on Tuesday 29 November 2016 co-ordinated in the UK by CAF by organising a firm-wide silent auction raising funds for nine charity partners.



CSR Legal Network:

We have been a member of this network since 2010, attending training and events to share best practice and learn from each other.



LawWorks:

LawWorks connects volunteer lawyers with people in need of legal advice who are not eligible for legal aid and cannot afford to pay. We have been a member since 2009 and are signatories of the Joint Protocol for Pro Bono Legal Work. Our Reading and Northampton pro bono clinics follow the LawWorks clinic model and we also support the Not-For-Profit Programme.



The Law Society

Law Society:

Shoosmiths is a founding signatory of The Legal Sustainability Alliance (LSA) established by the Law Society in 2008. The alliance is a movement of law firms committed to reducing their carbon footprint and adopting more sustainable practices. We provide data on our carbon footprint, paper consumption and water use and a summary of our adherence to the seven climate change principles that is included in the LSA annual report. In the 10th anniversary report in 2017 we were one of 57 LSA members that submitted carbon footprint data and one of 27 companies to have reported for seven years or more.



Shoosmiths was a founding signatory of the Diversity and Inclusion Charter in 2009 when it was established by the Law Society, BT and the Society of Asian Lawyers. The purpose of the charter is to help turn commitments to diversity and inclusion into positive, practical action, with data and procedures measured against standards and with opportunities for best practice and advice to be shared across the profession.

In November 2016, we became a founding signatory of the Law Society's Pro Bono Charter. (See [page 45](#) for more details.)



Pennies from Heaven:

Pennies from Heaven is a charity that provides a coin collection scheme enabling employees to donate to charity. During the year, Pennies from Heaven awarded Shoosmiths a gold medal for the sixth consecutive year, in recognition of more than 20% colleagues donating their payslip pennies to charity.

WE SUPPORT



United Nations Global Compact:

Shoosmiths became a signatory of the UN Global Compact on 27 January 2016. As a Global Compact signatory we report annually on our progress against the 10 principles relating to human rights, labour, environment and anti-corruption. We are a member of the UK Network and participate in its working groups on Modern Slavery and the 2030 global SDGs.

THE UN GLOBAL COMPACT'S TEN PRINCIPLES

The UN Global Compact's Ten Principles are derived from: the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention Against Corruption.

WE SUPPORT



Human Rights

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights and;
- **Principle 2:** Make sure they are not complicit in any human rights abuses.

Labour

- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 4:** The elimination of all forms of forced and compulsory labour;
- **Principle 5:** The effective abolition of child labour; and
- **Principle 6:** The elimination of discrimination in respect of employment and occupation.

Environment

- **Principle 7:** Businesses should adopt a precautionary approach to environmental challenges;
- **Principle 8:** Undertake initiatives to promote greater environmental responsibility; and
- **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

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

Volunteering in the community

During 2016/2017, we continued to encourage more of our colleagues to utilise their entitlement of one annual day of paid leave entitlement during the working week which resulted in 2,064 hours; a +13.5% increase in volunteering hours recorded versus 2015/2016 (1,818 hours). We recognise there is great potential to increase this type of community investment as this equates to 1.29 hours per employee.

We believe employee volunteering is an important resource that we can provide and morally it is right to try and invest some

of our knowledge and skills back in to the communities in which we operate.

Colleagues have undertaken a variety of activities including coaching, mentoring and team challenges.

We provide staff with regular updates on our approach and an intranet database of opportunities is maintained highlighting how we might support the work of charities. Our CR blog, SHOUTback, reports how our colleagues are volunteering in practice and the difference their support can make.

During the year, volunteering included:

- animal charities e.g. Animals in Need and Peggy Henderson Animal Sanctuary;
- art and craft sessions and ward Christmas decorating for Birmingham Children's Hospital;
- assembling and delivering gift bags for Lewis Foundation;
- careers fairs, advice on the world of work, CV and interview skills, e.g. for University of Birmingham School and Milton Keynes Worktree Career 'WorkOut' schools programme;
- career paths into law events at schools and colleges;
- Christmas wrapping service for Shopmobility, Basingstoke;
- fashion show in our Edinburgh office for MS Scotland and The Smile of Arran Trust;
- mentoring for the Girl's Network, Southampton, Mosaic, Prince's Trust; University of Northampton;
- painting and decorating and grounds improvements for Camp Mohawk, Manchester Mind and Ackers Adventure Activity Centre;
- reading coaching in Northampton primary schools via the BITC Read to Succeed programme;
- sporting challenges for charities;
- street collections; and
- trustee support for a number of charities including Lowry, Motiv8, St Paul's Community Development Trust.



Lewis Foundation assembling and delivering gift bags



NICE gardening day



Animals in Need, Northampton conveyancing volunteering

FEEDBACK AND GLOSSARY

We welcome feedback, questions and suggestions about the approach and content of our CR programme to support us in our efforts to become the leading national law firm famous for its positive contribution to society. We also welcome any ideas where we can work together particularly joint opportunities that address the 2030 SDGs in the UK.



GET IN TOUCH AND FIND OUT MORE

✉ You can stay up to date by reading the CR content on our website and our company CR blog SHOUTback. **Please contact us at:** corporate.responsibility@shoosmiths.co.uk

🔑 **Shoosmiths website**
www.shoosmiths.co.uk

🐦 **Follow us on twitter**
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www.twitter.com/access_legal
www.twitter.com/shoosmithsgrads

GLOSSARY OF TERMS

AML Anti Money Laundering

BAME Black, Asian, Minority Ethnic

BCP Business Continuity Plan

BITC Business in the Community

BLD Black Lawyers Directory

BREEAM Building Research Establishment Environmental Assessment Methodology

BSN Black Solicitors Network

CAF Charities Aid Foundation

CCUA Civil Court Users Association

CIPs Shoosmiths Community Investment Programme Committees

COFA Compliance Officer for Finance and Administration

COLP Compliance Officer for Legal Practice

COP Communication on Progress (UN Global Compact annual report)

CR Corporate Responsibility

CTF Counter Terrorist Financing

EMS Environmental Management System

EQA Equality Assured recruitment accreditation

ERF Energy Recovery Facility

ESOS Energy Savings Opportunity Scheme Regulations

EXCO Shoosmiths Executive Compliance Committee

FCA Financial Conduct Authority

FLA Finance Leasing Association

FOS Financial Ombudsman Service

FSC Forest Stewardship Council

FTE or fte Full Time Equivalent

GDPR General Data Protection Regulation

HBA Henley Business Angels

HBS Henley Business School

HCfE Henley Centre for Entrepreneurship

HR Human Resources

HSE Health, Safety and Environment

ICT Information and communication technology

IS Information Services

ISO International standards

kWh kilowatt hour

LCMS Learning Content Management System

LLP Legal Launch Pad programme

LSA Legal Sustainability Alliance

OHSAS Occupational Health and Safety Assessment

PEF Predictive email filing

Q & R Quality and Risk

RIDDOR Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

RoSPA Royal Society for the Prevention of Accidents

RSR Recovery Services Practice Group

SDGs Sustainable Development Goals

SRA Solicitors Regulation Authority

SYSC FSA's Senior Management Arrangements, Systems and Controls

TCF Treating Customers Fairly

tCO₂e tonnes CO₂ equivalent

UC Unified communications

UN United Nations

YPiL Young People in Law

APPENDICES



APPENDIX 1:

Progress against targets

2016/2017 TARGETS

In line with our 2016/2019 business plan, we set 24 targets (4 marketplace, 9 workplace, 6 environment, and 5 community). Targets have also been considered in the context of the 2030 Agenda for Sustainable Development and the global challenges set out as 17 Sustainable Development Goals and 169 associated targets.

We delivered against 17 targets with 7 areas where we need to continue to focus attention.

Key:

- ✓ – achieved
- IP – in progress
- X – not achieved

Objectives and targets	Performance and status	
Objective Working collaboratively in the marketplace to evidence best practice aligned with our vision to be the leading national law firm famous for its client experience.		
Engage with our key clients to identify joint opportunities that support our respective CR aspirations.	Report maintained on intranet of client activities undertaken. During 2016/2017, 53 donations were provided to charities to support client activities. See also SHOUTback.	✓
By following Financial Conduct Authority requirements, ensure the best possible outcomes for our clients and the customers of our clients.	See our regulation and risk management section on page 17 .	✓
Engage with our suppliers on environmental and social matters to identify opportunities that improve environmental and social performance.	See our marketplace and environment sections on pages 23 and 38 respectively.	✓
Review purchasing policy and guidelines and identify opportunities to improve how diversity and inclusion are considered through the supply chain.	Policy reviewed April 2017.	IP
Objective Attracting, developing and retaining the best talent by reinforcing our values and providing a stimulating and rewarding work environment.		
Move 30% of Shoosmiths' employees to agile working, with further adoption being driven by office leasing review opportunities.	20% achieved by June 2017, with occupation of the new Manchester office.	IP
Flexible working to be promoted as an accessible benefit for all staff through the introduction of a range of options.	Our approach to flexible working has been superseded by our wider approach to agile working. See our environment section on page 38 for details.	✓

Objectives and targets	Performance and status	
ISO 45001 gap analysis to inform 2016/2017 health and safety plan aligned with long-term plans to implement an integrated health, safety and environmental management system.	Delay in the publication of the OHSAS standard has resulted in a delay to the start of this project. However, it is a long-term goal and part of a two-year project.	IP
Appoint a Diversity, Inclusion and Wellbeing Manager.	Appointed 1 May 2016.	✓
Review and implement an updated diversity and inclusion in the workplace strategy highlighting goals and protected characteristics of focus.	See our diversity and inclusion section on page 31 .	✓
Identify and work with appropriate external interested parties to progress diversity, inclusion and wellbeing within the firm.	See our diversity and inclusion section on page 31 and Appendix 4 on page 71 .	✓
Review and implement an updated wellbeing strategy across the firm that staff perceive enhances their working experience.	See our wellbeing section on page 34 .	✓
Offices to support appropriate community, environment, health and safety, diversity and inclusion and wellbeing campaigns.	Examples provided in our workplace, our environment and our communities sections plus Appendix 4 on page 71 .	✓
Establish a new employee recognition process for staff advising vulnerable adults.	All specialist staff received recognition for being 'Go To' people with the award of vouchers last year.	✓
Objective Demonstrating high standards of environmental responsibility in all our operations and minimising the environmental impacts associated with our activities, products and services.		
At sites where we control building energy use reduce electricity consumption by 3% in 2016/2017 versus 2015/2016. Where we do not control the building liaise with the landlord to identify opportunities to reduce electricity consumption.	+7.62% increase in electricity consumption across the estate.	X
At sites where we control building energy use reduce gas consumption by 3% in 2016/2017 versus 2015/2016. Where we do not control the building, liaise with the landlord to identify opportunities to reduce gas consumption.	-16.37% decrease in gas consumption across the estate.	✓
Implement appropriate opportunities identified during Energy Savings Opportunity Scheme (ESOS) audits undertaken in 2015.	All short-term measures have been completed. Medium-term measures at our Lakes and Solent offices have been put on hold until the Lakes refurbishment works have been completed in 2018 and the Solent office move in 2018. The next ESOS review will start in 2018 focusing on those properties where we have significant control and can implement a range of cost-saving measures.	✓

Objectives and targets	Performance and status	
Review potential to source electricity from renewable sources at sites under Shoosmiths' control subject to pricing objectives being satisfied.	Review was undertaken in September 2016 but price differential was exceeded. Next potential review opportunity for any non-serviced buildings will be August 2018.	X
Using an external organisation, establish an environmental aspects register and procedure, and conduct a second party audit of two offices to assess legislative and best practice compliance, identifying opportunities for improvement.	Completed with site audits undertaken at our Birmingham and Thames Valley offices.	✓
Review business continuity planning to strengthen business resilience and capacity to climate-related hazards and natural disasters.	Completed. See our business continuity programme section on page 20 .	✓
Objective Building and maintaining sustainable community relationships.		
Continue to provide focus for Shoosmiths' colleague volunteering programme which enables colleagues to use their professional and personal skills to address social challenges in communities where we operate.	See our communities section on page 45 .	✓
Each office to support a local charity partner during 2016/2017.	See our communities section on page 45 .	✓
Consider potential for expanding formal pro bono services provided by legal advisers.	Two new services were investigated in our Birmingham and Leeds offices which, subject to approval, will be launched during 2017/2018.	IP
Report on impacts of pro bono services provided by legal advisers.	See our communities section on page 45 . Also achieved via SHOUTback and internal updates.	✓
Continue to evaluate rationale for and feasibility of establishing a firm-wide Shoosmiths Charitable Foundation.	Project put on hold.	X

2017/2018 TARGETS

In line with our 2016/2019 business plan, we have set 18 targets (3 marketplace, 5 workplace, 5 environment, and 5 community). We have indicated where these align with the UN Sustainable Development Goals.



Targets	Related SDG
<p>Objective Working collaboratively in the marketplace with our clients and suppliers to evidence best CR practice aligned with our vision to be the leading national law firm famous for its client experience.</p>	
<p>Engage with our key clients to identify joint opportunities that support our respective CR aspirations.</p>	
<p>Engage with our suppliers on environmental and social matters to identify opportunities that improve environmental and social performance.</p>	
<p>Become a supporter of the UK Stakeholders for Sustainable Development.</p>	
<p>Objective Attracting, developing and retaining the best talent by reinforcing our values and providing a stimulating and rewarding working environment.</p>	
<p>Achieve Investors in People platinum status during 2017 re-accreditation.</p>	
<p>Conduct regular engagement with staff on their contribution to the 2030 SDGs.</p>	
<p>Conduct health and safety planning to the planned OHSAS 45001 standard with the long-term view of integrating environmental management into an improved health and safety management system.</p>	

Targets	Related SDG
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Develop a wellbeing policy and raise awareness of mental health and appropriate support.



Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles.



Objective Demonstrating high standards of environmental responsibility in all our operations and minimising the environmental impacts associated with our activities, products and services.

At sites where we control building energy use, reduce electricity consumption by 3% in 2017/2018 versus 2016/2017. Where we do not control the building, liaise with the landlord to identify opportunities to reduce electricity consumption.



At sites where we control building energy use, reduce gas consumption by 3% in 2017/2018 versus 2016/2017. Where we do not control the building, liaise with the landlord to identify opportunities to reduce gas consumption.



By the end of April 2018, transition 60% of our employees to agile working and convert 50% of our offices to support task working.



Reduce printed page volumes by 5% 2017/2018 versus 2016/2017.







Using an external organisation, conduct a second party audit of two offices to assess legislative and best practice compliance, identifying opportunities for improvement.



Objective Building and maintaining sustainable community relationships.
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Continue to provide focus for Shoosmiths' colleague volunteering programme which enables colleagues to use their professional and personal skills to address social challenges in communities where we operate.



Targets	Related SDG
Each office to support a local charity partner during 2017/2018.	
Consider potential for expanding formal pro bono services provision by supporting appropriate schemes.	
Report on impacts of pro bono services provided by legal advisers.	
Explore opportunities to collaborate with third sector organisations addressing one or more of the 2030 Sustainable Development Goals in the UK.	

APPENDIX 2:

CR performance data

OUR YEAR IN NUMBERS

Indicator	Unit	2013/2014	2014/2015	2015/2016	2016/2017
Marketplace					
Revenue ¹	£ million	£93m	£102.6m	£107m	£116.7m
Profit ¹	£ million	£12.2m	£16.8m	£25.1m	£29.3m
Profit per equity partner (PEP)	£k	£290k	£416k	£365k	£366k
Workplace					
Total employees ²	Number	1,427 (fte. 1,325.6)	1,445 (fte. 1,329)	1,509 (fte. 1,388)	1,599 (fte. 1491.8)
Total partners and partner equivalents ²	Number	136	143	142	185
Full-time employees ²	Number	1,129	1,119	1,162	1,262
Part-time employees ²	Number	298	326	347	337
Work shadowing placements	Number	59	76	85	67
Promotions					
Number of promotions	Number	77	108	142	108
Promotions at each grade					
Equity Partner	Number	2	3	5	7
Salaried Partner	Number	6	4	3	0
Senior Associate	Number	16	11	15	13
Associate	Number	17	20	23	22
Qualified Legal Adviser	Number	11	15	12	9
Non-qualified Legal Adviser/Support	Number	25	55	84	57
Gender balance³					
Male employees	%	30.12	29.80	30.9	32.9
Female employees	%	69.88	70.20	69.1	67.1
Disability					
Disabled employees	%	1.62	2.12	2.2	3.0
Not disabled ⁴	%	0.15	0.08	7.9	13.2
Not reported ⁴	%	98.23	97.8	89.9	83.8
Ethnicity					
White/European	%	88.07	88.29	86.9	85.7
African Caribbean	%	1.03	0.81	1.0	1.25
African	%	0.74	0.66	0.7	0.75
Asian	%	5.52	5.86	6.8	6.56
Chinese	%	0.44	0.44	0.4	0.43
Other	%	2.43	2.20	2.1	2.5
Unknown or not reported	%	1.77	1.74	2.1	2.81

Indicator	Unit	2013/2014	2014/2015	2015/2016	2016/2017
Sexual orientation					
Heterosexual	%	74.15	76.71	78.9	81.7
Lesbian, gay, or bisexual	%	1.55	1.54	1.9	2.4
Unknown or not reported	%	24.30	21.75	19.2	15.9
Age					
Under 25	%	14.95	16.15	17.8	17.1
26-30	%	16.79	17.33	16.4	16.8
31-35	%	18.63	16.86	15.2	13.6
36-40	%	13.62	13.54	10.5	13.8
41-45	%	11.12	11.33	13.7	11.6
46-50	%	10.31	10.04	10.7	10.5
51-55	%	6.41	6.75	7.6	8.2
56-60	%	4.49	4.70	4.8	5.1
61-65	%	2.87	2.46	2.3	2.3
66-70	%	0.74	0.77	0.7	0.8
71+	%	0.07	0.07	0.3	0.2
Religion/belief					
Buddhist	%	0	0	0	0
Christian	%	41.02	43.12	40.7	37.9
Hindu	%	1.70	1.61	1.6	1.8
Jewish	%	0.29	0.15	0.3	0.4
Muslim	%	1.84	2.12	2.7	2.5
Sikh	%	1.10	1.46	1.8	1.5
No religion	%	14.21	14.50	15.8	18.8
Other	%	0	0.07	0.1	1.5
Unknown or not reported	%	39.84	36.97	37	35.6
Socio-economic background: higher education					
First-generation university graduate	%	4.86	5.28	4.7	6
Did not attend university	%	6.92	8.27	6.6	8.9
Unknown or not reported	%	88.22	86.45	88.7	85.1
Socio-economic background: school					
Fee-paying school	%	0.74	2.71	2	2.8
State school	%	2.06	10.15	8.8	11.7
Unknown or not reported	%	97.2	87.14	89.2	85.5
Health and safety					
RIDDOR injuries or incidents ⁵	Number	2	2	0	0

Indicator	Unit	2013/2014	2014/2015	2015/2016	2016/2017
Environment					
Carbon footprint	Tonnes CO ₂ e	2,624	2,584	2,318 ⁶	2,194
Carbon footprint per employee (fte) ⁷	Tonnes CO ₂ e	1.98 ⁷	1.94	1.67	1.47
Electricity consumption	kWh	3,651,678	3,832,440.8	3,644,301	3,922,029 ⁸
Gas consumption	kWh	1,441,788	1,406,089	1,545,638	1,292,630
General waste generated (Basingstoke, Northampton, Nottingham and Southampton offices)	Tonnes	123.33	57.63	96.64	74.76
General waste recycled	%	39.39	45.00	87.00	20.63
Confidential waste collected and recycled	Tonnes	47	73.536	154.02	158.13
Recycled archive waste	Tonnes	51.26	43.71	41.301	52.8
Water consumption (Basingstoke, Northampton and Southampton offices)	Cubic metres	Not reported	Not reported	5,933.46	6,400.89 ⁹
Community					
Number of colleague pro bono hours	Hours	919	928	1,176	1,119
Number of colleague volunteering hours	Hours	1,017	1,210	1,818	2,064
Total colleague pro bono and volunteering hours	Hours	1,936	2,138	2,994	3,183

1 For the year ending 30 April 2017.

2 As at 30 April 2017.

3 Diversity data includes all staff.

4 Since the 2014/2015 CR Report a data review has resulted in a change to the presentation of the Not Disabled and Not Reported categories. The change ensures that staff who have not provided any disability response are always presented as Not Reported. Data provided by staff reporting a disability is not affected by the change.

5 RIDDOR reporting period for April to March each year. This is the first time we have reported this statistic.

6 We identified an error in the conversion factor used for our carbon footprint data for 2015/2016. We have rectified this figure formerly stated as 2,315 and restated our data as 2,318.

7 We now report our per head carbon footprint based on the number of full-time equivalent (fte) employees. We restated our carbon footprint data for 2013/2014 to reflect this.

8 Electricity consumption data for our London and Belfast offices was not available for 2016/2017.

9 Data for our Basingstoke office was included up to October 2016 when we relocated to a serviced building.


APPENDIX 3:




Shoosmiths' approach to the 2030 Agenda for Sustainable Development


Shoosmiths is a signatory of the UN Global Compact and committed to progressing its ten principles relating to human rights, labour, environment and anti-corruption. The 2030 global agenda for Sustainable Development is based on 17 SDGs agreed by UN member states that define the global priorities for sustainable development to the year 2030.




We support many of the goals through our work and below we provide details of our approach to the goals that are particularly relevant for our business.






SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
1. No Poverty: End Poverty in all its forms everywhere.		
 <p>By 2030, ensure that all men and women, in particular the poor and vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on a pro bono basis to individuals and organisations unable to afford legal advice. 45 ■ Partner with local community organisations with staff providing support regarding education, skills-based training and employability skills. 45 ■ Treat customers fairly and with consideration of vulnerable clients' needs. 26 ■ Target: Continue to provide focus for Shoosmiths' colleague volunteering programme which enables colleagues to use their professional and personal skills to address social challenges in communities where we operate. 51 ■ Target: Consider potential for expanding formal pro bono services provision by supporting appropriate schemes. 45 	

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
3. Good health and wellbeing: Ensure healthy lives and promote well-being for all at all ages.		
	<p>By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.</p>	<ul style="list-style-type: none"> <li data-bbox="695 430 1477 488">■ Our approach to occupational health, safety and wellbeing in the workplace. 33 <li data-bbox="695 497 1477 631">■ Local office fundraising health-related charity partnerships in 2017/2018 i.e. Basingstoke: Ben's Heroes Trust, Belfast: Leukaemia and Lymphoma Trust, Birmingham: St. Mary's Hospice, Edinburgh: Alzheimer Scotland, Leeds: Martin House, Northampton: Northampton and District Mind. - <li data-bbox="695 640 1477 721">■ Signatory of Time to Change, an anti-discrimination initiative founded by mental health charities Mind and Rethink Mental Illness. 36 <li data-bbox="695 730 1477 788">■ Target: Develop a wellbeing policy and raise awareness of mental health and appropriate support. 60
4. Quality education: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.		
	<p>Ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.</p> <p>By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p>	<ul style="list-style-type: none"> <li data-bbox="695 887 1477 1021">■ Provision of opportunities that give students access to the corporate environment includes work shadowing placements, supporting school enterprise days, offering CV and interview skills advice and sharing academic and career path experiences. 30 <li data-bbox="695 1030 1477 1066">■ Early careers programme. 28 <li data-bbox="695 1075 1477 1128">■ Provision of primary school reading coaching via Business in the Community's Read to Succeed scheme. 52
5. Gender equality: Achieve gender equality and empower all women and girls.		
	<p>End all forms of discrimination against all women and girls everywhere.</p> <p>Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.</p> <p>Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p> <p>Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.</p>	<ul style="list-style-type: none"> <li data-bbox="695 1361 1477 1420">■ Legal advice provision on discrimination, equal pay, equality and diversity matters. 25 <li data-bbox="695 1429 1477 1487">■ Our policy, procedures, approach, training and targets in relation to diversity and inclusion. 31 <li data-bbox="695 1496 1477 1532">■ Shoosmiths' supplier code of conduct. 20 <li data-bbox="695 1541 1477 1576">■ Shoosmiths' slavery and human trafficking statement. 27 <li data-bbox="695 1585 1477 1644">■ Founding signatory of the Law Society's Diversity and Inclusion Charter. 31 <li data-bbox="695 1653 1477 1711">■ Sponsor of Aspiring Solicitors which aims to widen access to a career in law. 29 <li data-bbox="695 1720 1477 1778">■ Nottingham Women's Centre, selected as Nottingham office charity partner 2016/2018. 48 <li data-bbox="695 1787 1477 1836">■ Target: Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles. 60

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
7. Affordable and clean energy: Ensure access to affordable, reliable, sustainable and modern energy for all.		
 <p>By 2030, increase substantially the share of renewable energy in the global energy mix.</p> <p>By 2030, enhance international co-operation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil fuel technologies, and promote investment in energy infrastructure and clean energy technology.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on renewable energy matters. 23 	
8. Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.		
 <p>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>By 2020, substantially reduce the proportion of youth not in employment, education or training.</p> <p>Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers and, by 2025, end child labour in all its forms.</p> <p>Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants and those in precarious employment.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on discrimination, equal pay, equality and diversity matters. 25 ■ Our policy, procedures, approach and targets in relation to diversity and inclusion. 31 ■ Partnerships with organisations such as Aspiring Solicitors, ReachOut and Worktree. 29 ■ Signatory of UN Global Compact. 51 ■ Shoosmiths' supplier code of conduct. 20 ■ Shoosmiths' slavery and human trafficking statement. 27 ■ Equal opportunities policy. 15 ■ Target: Achieve Investors in People platinum status during 2017 re-accreditation. 59 	

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
9. Industry, innovation and infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.		
 <p>Significantly increase access to information and communications technology and strive to provide universal and affordable access to the internet in least-developed countries by 2020.</p>	<ul style="list-style-type: none"> ■ Donation of used ICT equipment to Computer Aid International charity. 	40
10. Reduced inequalities: Reduce inequality within and among countries.		
 <p>By 2030, empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on discrimination, equal pay, equality and diversity matters. 25 ■ Legal advice provision on a pro bono basis to individuals and organisations unable to afford legal advice. 45 ■ Our policy, procedures, approach and disclosure in relation to diversity and inclusion. 31 ■ Target: Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles. 60 	
11. Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.		
 <p>By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.</p> <p>By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on social housing matters. - ■ Legal advice provision on public transport and infrastructure matters. - ■ Local office charity partnerships 2017/2018 with homelessness-focused charities Manchester: Mustard Tree, Southampton: The Society of St. James, Thames Valley: Launchpad, Reading. - 	

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
12. Responsible consumption and production: Ensure sustainable consumption and production patterns.		
	<p>By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p>By 2030, substantially reduce waste generation through prevention, reduction, recycling and re-use.</p> <p>Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on contaminated land, regeneration, remediation strategies and implementation matters. - ■ Policies, procedures and programmes for resource management, energy consumption and waste reduction. 38 ■ Annual CR report includes sustainability practices, data and targets. 38 ■ Target: Reduce printed page volumes by 5% during 2017/2018 versus 2016/2017. 60
13. Climate action: Take urgent action to combat climate change and its impacts.		
	<p>Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <p>Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on renewable energy matters. 23 ■ Target: At sites where we control building energy use, reduce electricity consumption by 3% in 2017/2018 versus 2016/2017. Where we do not control the building, liaise with the landlord to identify opportunities to reduce electricity consumption. 60 ■ Target: At sites where we control building energy use, reduce gas consumption by 3% in 2017/2018 versus 2016/2017. Where we do not control the building, liaise with the landlord to identify opportunities to reduce electricity consumption. 60 ■ Target: By the end of April 2018, transition 60% of our employees to agile working and convert 50% of our offices to support task working. 60
15. Life on Land: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.		
	<p>By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.</p>	<ul style="list-style-type: none"> ■ Focus on reduced paper consumption and use of Forest Stewardship Council-certified stationery. 40

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
16. Peace, justice and strong institutions: Promote just, peaceful and inclusive societies.		
 <p>End abuse, exploitation, trafficking and all forms of violence against and torture of children.</p> <p>Promote the rule of law at the national and international levels and ensure equal access to justice to all.</p> <p>Substantially reduce corruption and bribery in all their forms.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on human rights, slavery and human trafficking, anti-corruption matters. 24 ■ Shoosmiths' supplier code of conduct. 20 ■ Shoosmiths' slavery and human trafficking statement. 27 ■ Provision of legal advice on a pro bono basis to individuals and organisations unable to afford legal advice. 45 ■ Zero tolerance approach to bribery and corruption. 19 ■ Target: Consider potential for expanding formal pro bono services provision by supporting appropriate schemes. 61 ■ Target: Report on impacts of pro bono services provided by legal advisers. 61 	
17. Partnerships for the goals: revitalise the global partnership for sustainable development.		
	<ul style="list-style-type: none"> ■ Target: Engage with our key clients to identify joint opportunities that support our respective CR aspirations. 59 ■ Target: Engage with our suppliers on environmental and social matters to identify opportunities that improve environmental and social performance. 59 ■ Target: Become a supporter of the UK Stakeholders for Sustainable Development. 59 ■ Target: Conduct regular engagement with staff on their contribution to the 2030 SDGs. 59 ■ Target: Explore opportunities to collaborate with third sector organisations addressing one or more of the 2030 SDGs in the UK. 61 	

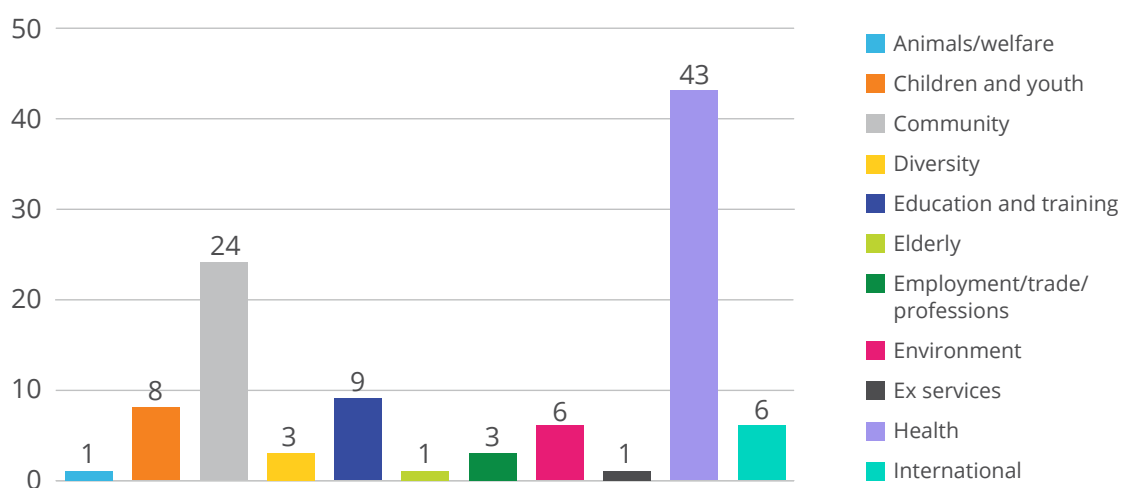
APPENDIX 4:

Organisations and programmes supported by Shoosmiths 2016/2017

105 organisations were supported via national or office fundraising donations, volunteering or in-kind support during 2016/2017. **£96,993** was raised for these organisations through staff fundraising and firm donations.

In the communities section of our report, on [page 45](#), you will also find details of some of the charities and community organisations we advised through the provision of pro bono legal advice and that we helped via staff volunteering support.

Range of organisations supported nationally/locally 2016/2017 by theme



Organisation	Activity/Outcome for organisation
Access to Justice Foundation aims to help in the overall effort to provide practical access to justice to those unable to afford help.	Our Edinburgh office raised and donated £400 to the charity in October 2016 completing the Edinburgh Legal walk.
Action for Children charity supports and speaks out for the most vulnerable and neglected children and young people.	Our Edinburgh office co-hosted a table at the charity's Clickety Clicks fundraising event on 11 May 2016 helping the charity to raise £21,000 on the night. Our Northampton office made a £355 donation.
Age UK's vision is for a world where everyone can love later life.	Our Southampton office made a £100 donation.

Organisation	Activity/Outcome for organisation
Alzheimer's Society is the UK's leading care and research charity for people with this disease and other dementias, their families and their carers.	Our Northampton office selected Alzheimer's Society as its office charity partner in May 2016 and raised and donated £799.86. Our Basingstoke office raised £19.42.
Arundel and Downland Community Leisure Trust provides swimming pools and other recreational facilities for the community of Arundel.	Our Southampton office made a £100 donation.
As Soon as Possible Cat Rescue strives to rehome cats to forever homes.	Our Southampton office made a £100 donation.
Aspiring Solicitors is an organisation committed to ensuring that the most talented candidates with the greatest potential as lawyers maximise their chances of success.	We recognise that accessing a career in law can be a challenge for many individuals. Our partnership with Aspiring Solicitors demonstrates we are committed to making positive changes to help candidates shine at each stage of their career. The partnership was launched on 28 November 2016, where attendees were given the chance to learn more about a career in law, hear, first-hand about others' experiences entering the profession and gain practical skills which will help them during the recruitment process.
Autism Concern provides support and options to people affected by all forms of autism in gaining independence and control of their lives.	Our Northampton office made a £355 donation.
Barnardo's supports the UK's most vulnerable children. It stands up for them, to bring out the best in each of them, whoever they are and whatever their circumstances.	Our Corporate Responsibility Consultant is a member of the Barnardo's Fundraising Advisory Board.
Basingstoke Mayor's Community Chest 2016/2017 awards grants to local groups and charities, with the priority on funding the smaller locally based voluntary groups in the borough.	Three 'Red Letter Day' experiences were donated by way of £198 raffle prizes to the Basingstoke Mayor's Charity Appeal.
Black Lawyers Directory (BLD) aims to make a real difference on diversity, highlighting areas where much is being done and areas that could do better and showcasing talent.	We have been involved in the Legal Launch Pad programme (LLP) managed by the BLD since its launch in 2008 and this is included within our trainee recruitment programme.
Brainwave is a charity concerned with cerebral palsy, autism and developmental delay in children. Former Shoosmiths national charity partner.	Corporate duck sponsored at annual Spinningfields, Manchester, Easter Duck Race in April 2017.

Organisation	Activity/Outcome for organisation
Brain Tumour Research aims to find a cure for brain tumours and is building a network of experts in sustainable brain tumour research.	Our Manchester office selected Brain Tumour Research as its office charity partner and beneficiary of Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2016/2017 raising and donating £11,943.58. Fundraising activities included dress-down Fridays, monthly raffles and, in November 2016, the office took part in the Tour Shoos, a two-day virtual cycle ride from our Edinburgh office to our Solent office via every other office. The Manchester team did so well, they made it to Paris!
British Heart Foundation is the UK's leading heart charity whose pioneering research has helped to transform the lives of people living with heart and circulatory conditions.	Our Southampton office took part in the 'Bag it Beat it' campaign collecting 35 bags for the local store. Northampton raised £255.56 in April 2017.
Business in the Community (BITC) is the Prince's Responsible Business Network. Members work together to tackle a wide range of issues that are essential to building a fairer society and a more sustainable future.	We are a corporate member of BITC, a member of the East Midlands Advisory Board and support a number of programmes including the literacy programme and the East and West Midlands ProHelp. Supported events included speaking at a slavery and human trafficking workshop, being featured in the guide 'Future Proofing Youth Recruitment' and asking BITC to organise a volunteering task for our Operations Board at Ackers Adventure Activity Centre.
Campaign for Learning charity works towards social inclusion through learning.	The national Learning at Work Week has been organised by the charity as an annual event in May since 1999 aiming to put a spotlight on the importance and benefits of learning and development at work. See our workplace section on page 32 for more details.
Camp Mohawk is a day centre in Wargrave, Berkshire, for children with special needs.	Colleagues in our Thames Valley office volunteered in September 2016.
Cancer Research UK pioneers research to bring forward the day when all cancers are cured.	Milton Keynes office raised £54 on World Cancer Day February 2017.
Caroline Chisholm School, Northampton.	Our Northampton office donated a garden bench for the reading area of the school's garden.
Charities Aid Foundation (CAF) is a charity that helps and advises other charities.	CAF operates the Give as You Earn Scheme, which we implement for our colleagues (£2,261.76 donated to 16 charities in 2016/2017). Shoosmiths also participated in the #Giving Tuesday campaign on Tuesday 29 November 2016 by organising a firm-wide silent auction raising funds for nine charity partners.
Children in Need is a charity that supports disadvantaged children and young people.	£1,696 raised by offices and at the partners' conference 18 November 2016.

Organisation	Activity/Outcome for organisation
Citizens Advice Central and East Northamptonshire provides advice to people on a wide range of problems.	Our Northampton office has provided pro bono services since November 2011 and holds a monthly legal clinic. Northampton colleagues took part in the Northampton Legal Walk, April 2017, raising and donating £180 split between Citizens Advice Central and East Northamptonshire and Midland Legal Support Trust. A £500 firm donation was also made for an information board in Wellingborough. £40 also donated in raffle prizes.
Citizens:MK is an alliance of community groups working together for a fairer Milton Keynes.	Milton Keynes office partnered with Summerfield Primary School to support the Redways Campaign as part of a city-wide bid to improve the Redways cycle paths.
City Legal Sector Diversity and Inclusion Forum provides an opportunity to share good practice across the sector.	Shoosmiths is a member.
Comic Relief's vision is of a just world, free from poverty. Red Nose Day took place on 24 March 2017.	Our Basingstoke office raised £87, our Milton Keynes office raised £92.24 and our Northampton office raised £134.
CommuniCare is a support centre in Reading that provides advice on a range of issues.	Our Thames Valley office has provided pro bono services since November 2009 and holds a monthly legal clinic. Thames Valley colleagues also took part in the London Legal Walk in May 2016 raising and donating £160 split between CommuniCare and Midland Legal Support Trust and the Reading legal walk in September 2016, raising and donating £370 split equally between CommuniCare and other legal advice agencies in the Reading area. A £500 firm donation was also made towards its home visit service. See our communities section on page 45 for more details.
Computer Aid International is a charity that takes used IT equipment and sends it to disadvantaged communities across the world.	In 2016/2017, 652 items were sent to Kenya, Zimbabwe, Sierra Leone and Ethiopia for re-use. See our environment section on page 40 for more details.
The Countess of Brecknock Hospice Trust is a specialist palliative care unit within Andover War Memorial Hospital.	Our Southampton office made a £100 donation.
Coventry University.	Trainees attended its employment fair in February 2017 covering law and non-legal disciplines.
Cruse charity provides support to bereaved people through one-to-one and group counselling sessions to help them adapt and adjust to their loss.	Our Birmingham office raised £66.34 in March 2017 via a charity book sale.

Organisation	Activity/Outcome for organisation
CSR Legal Network is a forum for CSR professionals in law firms.	Member since September 2010.
Cystic Fibrosis Trust believes that the day when people with cystic fibrosis can live a life unlimited by their condition is within reach.	Our Northampton office selected Cystic Fibrosis Trust as its charity partner in July 2016 and raised and donated £824.36.
Diabetes UK's vision is a world where diabetes can do no harm. Diabetes affects more people than any other serious health condition in the UK.	Our Northampton office selected Diabetes UK as its office charity partner in October 2016 and raised and donated £756.22.
Disaster Emergency Committee is an umbrella organisation which launches and co-ordinates responses to major disasters overseas.	In response to the East Africa Appeal launched to help 19 million people urgently needing food, water or medical treatment a £2,000 firm donation was made March 2017. Our Edinburgh office raised £185.26, our Nottingham office raised £162.44 and our Basingstoke office raised £37.
Dreams Come True's mission is to enrich the lives of children and young people with serious and life-limiting conditions across the country by making their dreams come true.	Our Basingstoke office donated £500 in August 2016.
Edinburgh Centre for Professional Legal Studies is a centre dedicated to legal education and training.	Edinburgh colleagues have provided pro bono support since March 2013 to law school students who operate a free legal advice centre for clients.
The Encephalitis Society supports people and families who suffer from encephalitis, an inflammation of the brain caused either by an infection invading the brain, or through the immune system attacking the brain in error.	Our Northampton office raised £1,091.48 and our Basingstoke office raised £28.86 on World Encephalitis Day on 22 February 2017 a global awareness day for people directly or indirectly affected by encephalitis.
Forces in the Community is a Nottingham-based charity which supports ex-service personnel and their families.	Our Northampton office selected Forces in the Community as its office charity partner in November 2016 and raised and donated £1,251.24. In addition to raising money, we also provide pro bono legal advice and discounted legal services to veterans and their families referred to us by the charity. See our marketplace section on page 24 for more details.
The Fortune Centre of Riding Therapy works with young people's motivation for horses, to harness the motivation to enable co-operation, communication and concentration. The charity works especially with young people with learning difficulties and disabilities, complex physical disabilities and with those from deprived inner city areas.	Furniture donations made when the Basingstoke office relocated enabled the charity to update and refurnish many of its areas.

Organisation	Activity/Outcome for organisation
<p>Foundation for the Global Compact provides vital financial, operational and programme support to the UN Global Compact and other UN Global Compact activities around the world.</p>	<p>£210.08 donation made in January 2017.</p>
<p>Greenpeace defends the natural world and promotes peace by investigating, exposing and confronting environmental abuse, and championing responsible solutions for our fragile environment.</p>	<p>Our Southampton office made a £100 donation.</p>
<p>The Girls' Network's aim is to inspire and empower girls by connecting them with a network of positive role models. It believes all girls have a right to be able to access the best opportunities available and should not be limited by their gender or where they come from.</p>	<p>13 Southampton colleagues mentored students from Horndean Technology College, providing support and guidance at monthly office sessions on CV writing, confidence building etc. skills.</p>
<p>Guide Dogs is a charity that trains dogs to help people who are blind or partially sighted.</p>	<p>Our Thames Valley office first selected Guide Dogs as its office charity partner in 2013 and again during 2016/2017 it was also a beneficiary of the Pennies from Heaven staff coin collection scheme and firm wide silent auction raising and donating £4,333.84. Activities included fundraising from dress down days and raffles and a name the puppy competition.</p>
<p>Kettering Buccleuch Academy.</p>	<p>In March 2017 we attended a careers fair for years 8 – 13.</p>
<p>KidsAid charity works with children and young people in Northamptonshire to help them overcome traumatic events such as family breakdown, bereavement, domestic violence, abuse and/or neglect, illness and peer pressure. It does this by providing play, art and drama therapy as well as protective behaviours works and child/adult relationship counselling.</p>	<p>Our Northampton office selected KidsAid as its office charity partner in August 2016 and raised and donated £592.66.</p>
<p>The Law Society is the representative body for solicitors in England and Wales.</p>	<p>Founding signatory 2009 of Diversity and Inclusion Charter. In October 2016, we celebrated Black History Month by sharing stories of lawyers working at Shoosmiths using social media channels. In November 2016, we became a founding signatory of the Pro Bono Charter launched by the Law Society during National Pro Bono Week.</p>

Organisation	Activity/Outcome for organisation
<p>LawWorks works in England and Wales to connect volunteer lawyers with people in need of legal advice.</p>	<p>We support pro bono clinics operating to LawWorks clinics models. Our Real Estate practice group supports the LawWorks Not-For-Profit Programme whereby small not-for-profit organisations are provided with legal advice on a pro bono basis. In July 2016, our Birmingham office hosted an introduction to employment law training workshop for LawWorks.</p>
<p>Legal Sustainability Alliance (LSA) is a movement of law firms and organisations committed to working collaboratively to take action on climate change.</p>	<p>Pioneer member in December 2008, signatory to the seven climate change principles for which we provided a progress report during 2016 and submission to the 2017 LSA Carbon Footprint Protocol Report.</p>
<p>The Lewis Foundation provides items for cancer patients in the Talbot Butler Ward at Northampton General Hospital which it feels would benefit patients and their families.</p>	<p>Our Northampton office made a donation of £655. Colleagues volunteered by assembling gift bags and delivering them to the ward in September 2016.</p>
<p>London Legal Support Trust raises funds for free legal advice services in London and the South East.</p>	<p>Thames Valley colleagues took part in the London Legal Walk in May 2016 raising and donating £160 split between CommuniCare and London Legal Support Trust.</p>
<p>Macmillan Cancer Support provides specialist health care, information and financial support to people affected by cancer. It is a former Shoosmiths national charity partner.</p>	<p>Our Northampton office selected Macmillan Cancer Support as its office charity partner in August 2016 and raised and donated £2,990.73 towards the cost of printing and distributing 'What is Cancer?' leaflets – enough for one for every person in Northamptonshire diagnosed with cancer over the next 18 months. Our Edinburgh office raised £480 in support of Macmillan World's Biggest Coffee Morning.</p>
<p>'Manchester: A Certain Future' is Manchester's plan to tackle climate change.</p>	<p>Shoosmiths is a signatory to the campaign.</p>
<p>Manchester Mind is an independent local mental health charity.</p>	<p>Mindfulness information on our Learning and Development intranet site includes mindfulness material provided by our former 2015/2016 Manchester office charity partner.</p>
<p>Marie Curie is a charity that provides care and support for more than 50,000 people living with a terminal illness and their families in the UK.</p>	<p>Our Northampton office selected Marie Curie as its office charity partner in March 2017 and raised and donated £970.99.</p>
<p>Mesothelioma UK Charitable Trust is a national resource centre dedicated to providing free specialist support and improved care and treatment.</p>	<p>Our Basingstoke office raised £327.74 in May 2016.</p>

Organisation	Activity/Outcome for organisation
<p>Midlands Legal Support Trust aims to improve access to justice for the most vulnerable in society.</p>	<p>Northampton colleagues took part in the Northampton Legal Walk, April 2017, raising and donating £180 split between Citizens Advice Central and East Northamptonshire and Midland Legal Support Trust.</p>
<p>Milton Keynes Community Foundation is an independent local charity helping to resource projects that will create positive change.</p>	<p>In May 2010, the Shoosmiths Fund was established by the Milton Keynes office with the Milton Keynes Community Foundation. The Foundation was also a beneficiary of the Pennies from Heaven scheme, the firm-wide silent auction and a Milton Keynes office organised six-a-side cricket tournament in 2016/2017 with £9,536.03 raised and donated. Projects during 2016/2017 supported by the Fund encourage community cohesion and people with disabilities of special need. We contributed to a number of projects totalling £3,771 in 2016/2017. They included:</p> <p>Friends of Walnut School: £1,120 was donated to the Friends of Walnut School on 15 July 2016 to fund several autism friendly, family fun activities for the families of the Milton Keynes Branch of the National Autistic Society. 150 participants benefited.</p> <p>Middle Eastern Cultural Group: £131 was donated in 18 October 2016 towards the production costs for the Sensory Book project undertaken by the Middle Eastern Cultural Group. This community project is producing a creative educational tool which will be used in schools for children with different special needs.</p> <p>British Red Cross: £85 was awarded to the British Red Cross on 16 November 2016 to fund the continuation of the Community Allotment Project in order to improve the health and wellbeing of the users, asylum seekers and refugees, and demonstrate and share culinary uses for the produce they grow.</p> <p>Harry's Rainbow Charitable Trust: £633 was donated on 14 December 2016 towards memory boxes for bereaved children who have lost family members. The memory boxes have proven very popular with the children currently registered; many of them bring their box to their monthly group to decorate.</p> <p>Sports Traider: £750 was donated on 20 January 2017 towards Sports Traider a youth-focused charity offering youngsters the kit and support they need to discover and fulfil their sporting ambition and potential, whatever their background, ability or disability. The donation was used to part fund the purchase of two sports wheelchairs suitable for playing tennis running an initiative called 'wheel power' and are wanting to provide disabled sports wheelchairs in the local community – they are working with Stony Stratford Tennis Club in particular and want to provide wheelchairs for playing tennis.</p>

Organisation	Activity/Outcome for organisation
	<p>Straight Talking: £937 was donated on 23 February 2017 to fund six sessions by Straight Talking to young offenders on issues of teenage pregnancy and child sexual exploitation. The funding is specifically for peer educator salaries, travel expenses, overheads and other miscellaneous costs.</p> <p>Shoosmiths' colleagues won the #Giving Tuesday corporate challenge organised by the charity on 29 November 2016.</p> <p>Shoosmiths is also sponsoring one of 50 Milton Keynes Cows as part of the city's 50th Anniversary celebrations. Milton Keynes Community Foundation, MK Dons Sport and Education Trust and Willen Hospice were chosen as beneficiaries because of their focus on making a difference in Milton Keynes.</p>
<p>Mind, the mental health charity, won't give up until everyone experiencing a mental health problem gets support and respect.</p>	<p>Shoosmiths has pledged its support for Time to Change an anti-discrimination initiative founded by charities Mind and Rethink Mental Illness working to change the way we think and act about mental health. See our workplace section on page 36 for more details.</p>
<p>Mind – Northampton and District – works to promote mental health, prevent ill-health, and empower people in their own lives and their participation in the community as valued citizens.</p>	<p>Our Northampton office selected Mind as its office charity partner in June 2016 and raised and donated £661.09.</p>
<p>MK Arts for Health charity works with local artists to organise the exhibition of art in healthcare premises and in the wider community.</p>	<p>With one of our partners acting as a trustee for MK Arts for Health, we have exhibited artwork in our Milton Keynes office since October 2010.</p>
<p>MK Dons Sport and Education Trust is an independent charity aligned to Milton Keynes Dons using the brand of the club to improve the lives and experiences of its local community.</p>	<p>Shoosmiths is sponsoring one of 50 MK Cows as part of the city's 50th Anniversary celebrations. Milton Keynes Community Foundation, MK Dons Sport and Education Trust and Willen Hospice chosen as beneficiaries because of their focus on making a difference in Milton Keynes.</p>
<p>MS Scotland charity provides emotional, practical and financial support to people suffering from MS and their families. It also offers resources, events and funding to healthcare professionals to improve the lives of people affected by MS.</p>	<p>Selected as an Edinburgh office charity partner 2016/2017 raising and donating £1,052.40. Charity fashion show undertaken in April 2017 for MS Scotland and The Smile of Arran Trust.</p>
<p>Motiv8 is a charity that supports young people through its community, education and employment and training services.</p>	<p>Our Southampton office first selected Motiv8 South as its office charity partner in 2013 and continued during 2016/2017, it was also a beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in raising and donating £8,203.35.</p>

Organisation	Activity/Outcome for organisation
The National Autistic Society is the leading UK charity for autistic people (including those with Asperger syndrome) and their families. It provides information, support and pioneering services and campaigns for a better world for autistic people.	Our Northampton office selected the National Autistic Society as its office charity partner in February 2017 and raised and donated £1,003.67.
Northamptonshire Parent Information Partnership (NorPIP) charity helps parents who are struggling to form a secure attachment with their babies.	Our Northampton office selected NorPIP as its office charity partner in January 2017 and raised and donated £1,196.83.
Northampton College.	In March 2017, we attended a careers fair for years 9 – 13 students.
Northampton Hope Centre works to relieve poverty and tackle the causes of homelessness in Northampton by giving people a hand up, not a hand out.	Selected as beneficiary of Pennies from Heaven donations and firm-wide silent auction by Northampton office for 2016/2017. £5,393.97 was raised and donated.
Northampton School for Boys.	In March 2017, we attended a careers evening for 6th formers.
Northamptonshire Association for the Blind is the leading provider of specialist advice, support and information for anyone who is blind or partially sighted living in Northamptonshire.	Our Northampton office selected Northampton Blind Association as its office charity partner in April 2017 and raised and donated £1,038.33.
Northamptonshire County Council.	Christmas gifts (via the Christmas bauble appeal) donated by Northampton colleagues for distribution to disadvantaged children in the county. £206 worth of chocolate eggs were donated to the Easter Egg Challenge.
Northamptonshire Phoenix Wheelchair Basketball Club is a member of British Wheelchair Basketball.	Committee meetings are hosted at the Northampton office.
Northants Street Angels is a collective of like-minded people who collect donations from the public and redistribute to homeless and less-fortunate people in the Northampton area.	Our Northampton office donated sleeping bags, tents, food and toiletries in March 2017.
Nottingham Women’s Centre is run by women for women. It aims to help all women gain the confidence and skills to achieve their potential and become stronger and more independent. It provides a safe and protective environment in which women can do this.	Our Nottingham office selected Nottingham Women’s Centre as its office charity partner and beneficiary of Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2016/2017 raising and donating £2,941.97. See our communities section on page 45 for further details. Nottingham office supported the centre’s Women’s International Day on 8 March 2017.

Organisation	Activity/Outcome for organisation
Pennies from Heaven is a charity that provides a coin collection scheme enabling employees to donate to charity.	Joined in June 2007. Gold award received for sixth consecutive year in 2017. Colleagues donated £2,986.74 through the scheme during 2016/2017 to nine local charity partners namely Brain Tumour Research, Guide Dogs, Milton Keynes Community Foundation, Motiv8, Northampton Hope Centre, Nottingham Women's Centre, St Michael's Hospice, SIFA Fireside and Scottish Association for Mental Health.
Phyllis Tuckwell Memorial Hospice Ltd cares for people and their families throughout West Surrey and part of North East Hampshire.	Our Southampton office made a £100 donation.
Rainbows Hospice in Loughborough cares for children and young people and their families.	Our Northampton office made a £355 donation.
Reading Climate Action Network is a group of businesses and organisations tackling climate change.	Shoosmiths is a signatory of the network and features as a case study on the website.
Relate Portsmouth and District Family Services provides relationship counselling and mediation in Portsmouth and South East Hampshire.	Our Southampton office made a £100 donation.
Rethink Mental Illness creates better lives for people affected by mental health.	In January 2017, Shoosmiths pledged its support for Time to Change an anti-discrimination initiative founded by charities Mind and Rethink Mental Illness working to change the way we think about mental health. See our workplace section on page 36 for more details.
RNIB is there for anyone affected by sight loss. Whether you are losing your sight, or you are blind or partially sighted, its practical and emotional support can help people face the future with confidence.	In March 2017, our Birmingham employment team hosted and spoke at a 'Sight Loss in the Marketplace' seminar for HR Managers.
RNLI saves lives by providing a lifeboat service, seasonal lifeguards, flood rescue response and water safety education.	A £180 donation was made in May 2016.
Samaritan's Purse deliver boxes to children in Africa for Christmas presents.	Our Basingstoke office filled 8 shoe boxes with toys and other items.
SANE is a leading mental health charity improving the quality of life for anyone affected by mental health – including family friends and carers.	Our Southampton office made a £100 donation.

Organisation	Activity/Outcome for organisation
Silchester School PTA.	Our Basingstoke office donated £50 worth of raffle prizes assisting the school in raising £851.13 at its 'Curry and a Song' event.
St Michael's Hospice, North Hampshire, enables anyone faced with a life-limiting illness, their families and carers, to attain the highest possible quality of life by providing a choice of specialist care and support.	Our Basingstoke office selected St Michael's Hospice as its office charity partner and beneficiary of Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2016/2017 raising and donating £9,055.99. Activities included St David's Day cake sale and St George's Day afternoon tea, staff purchasing office furniture during office relocation and 45 bags of donated items.
St Wilfrid's Hospice (South East) Ltd provides care in the community and at its hospice.	Our Southampton office made a £100 donation.
Scottish Association for Mental Health operates over 60 services in communities across Scotland providing for example mental health social care support, homelessness, addictions and employment services.	Beneficiary of Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2016/2017 raising and donating £4,025.32.
SIFA Fireside, a Birmingham-based charity improves health and inclusion for homeless people.	Our Birmingham office selected SIFA Fireside as its office charity partner and beneficiary of Pennies from Heaven staff coin collection scheme and firm-wide silent auction 2016/2017 raising and donating £10,797.26. Activities included weekly dress down collections, raffles, and seasonal trolleys such as Halloween cupcake trolley. The office also donated items of food, clothing and bedding for the clients of SIFA Fireside during a cold winter.
The Smile of Arran Trust aims to make a difference to children and their families whose lives have been affected by a brain tumour. It achieves this by supporting research, providing financial support and through initiatives to enhance child development and recovery, including music therapy.	Selected as an Edinburgh office charity partner 2016/2017 raising and donating £1,052.40. Charity fashion show undertaken in April 2017 for MS Scotland and The Smile of Arran Trust.
Time to Talk Day aims to get as many people as possible talking about mental health and is led by Mind and Rethink Mental Illness with the goal of breaking the silence that often surrounds mental health and showing that this once taboo subject does not need to be difficult to talk about.	We used the day in January 2017 to pledge our support for the Time to Change campaign.

Organisation	Activity/Outcome for organisation
<p>UK Sepsis Trust seeks to save lives and improve outcomes for survivors of sepsis by instigating political change, educating healthcare professionals and providing support for those affected by this devastating condition.</p>	<p>Our Birmingham office raised and donated £430.85 in September 2016 from an all picnic lunch and hosted a reception October 2016 to celebrate the charity's office relocation.</p>
<p>UN Global Compact is a voluntary initiative based on Chief Executive Officer commitments to implement universal principles on human rights, labour, environment and anti-corruption and to undertake actions that advance societal goals.</p>	<p>Shoosmiths has been a signatory since 27 January 2016, has produced its first annual COP and is a member of the UK Network and two UK working groups on modern slavery and the global SDGs.</p>
<p>Warwickshire and Northamptonshire Air Ambulance charity helps keep the Air Ambulance service running so that it can continue its life-saving work.</p>	<p>Our Northampton office raised and donated £737.18 in July 2016 supporting the Northamptonshire Rotary Club Dragon Boat Race in aid of the Warwickshire and Northamptonshire Air Ambulance.</p>
<p>The Wedding Wishing Well Foundation organises and funds weddings for people in the UK living with life-limiting conditions.</p>	<p>Our Southampton office made a £100 donation.</p>
<p>The Wildlife Trusts inspire people about the natural world; saving, protecting and standing up for wildlife and wild places. The 47 Wildlife Trusts care for 2,300 diverse and beautiful reserves.</p>	<p>The Wildlife Trusts' 30 Day Wild Campaign was promoted to staff during June 2016 asking them to do something wild every day for 30 days and making nature part of your lives. People who do something 'wild' every day for a month change their attitude to nature and report improvements in their physical and mental wellbeing according to Wildlife Trust commissioned research which places nature connection at the heart of a happy and healthy life. The research also showed that by looking out for nature on a regular basis people became more likely to care about and protect it.</p>
<p>Willen Hospice aims to be the lasting and thriving provider of free care to all people affected by life-limiting illness in the community.</p>	<p>Shoosmiths is sponsoring one of 50 MK Cows as part of the city's 50th anniversary celebrations. Milton Keynes Community Foundation, MK Dons Sport and Education Trust and Willen Hospice chosen as beneficiaries as focused on making a difference in Milton Keynes.</p>
<p>Wood Street Mission provides practical support for children and families living in Manchester and Salford that are affected by poverty.</p>	<p>Our Manchester office, in August 2016, collected school uniforms, sports kits and stationery items for the charity's SmartStart Appeal which helps families with school kits so they can fit in and achieve at school.</p>

Organisation	Activity/Outcome for organisation
<p>Worktree is an employability education charity on a mission to help young people succeed in work by broadening their career awareness, stimulating their aspirations and requiring their communication skills.</p>	<p>Milton Keynes colleagues participated in 'WorkOut' sessions to enable young people to meet workers and gain first-hand careers information and work inspiration.</p>
<p>WWF UK is a charity that aims to stop the degradation of the planet's natural environment.</p>	<p>Our offices supported the Earth Hour campaign on Saturday 25 March 2017 by switching off unnecessary lights and equipment and we organised a staff awareness competition. There were two common themes expressed about why it is felt important that Shoosmiths plays its part in tackling climate change <i>a)</i> relating to our size and leadership aspirations and <i>b)</i> in how it can help us retain and attract new clients.</p> <p>£30 staff prize-winning donations were made each to Cambridgeshire, Bedfordshire, Northamptonshire Wildlife Trust, PETA, Seas Shepherd UK, Tusk Trust and WWF UK and £60 to Woodland Trust.</p>

