



SHOOSMITHS LLP

CORPORATE RESPONSIBILITY REPORT

2017/2018

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INTRODUCTION

Welcome to our seventh annual Corporate Responsibility (CR) Report. The report provides details of our CR practices and progress for the financial year beginning 1 May 2017 and ending 30 April 2018. The report also explains our plans for 2018/2019.

ABOUT SHOOSMITHS

Shoosmiths LLP is a leading UK law firm. At 30 April 2018, we had 187 partners and partner equivalents and 1,613 personnel working together as one team at 11 locations in England, Scotland and Northern Ireland, namely Belfast, Birmingham, Edinburgh, Leeds, London, Manchester, Milton Keynes, Northampton, Nottingham, Solent and Thames Valley.

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

The Private Client Division, which includes Access Legal Solicitors, is dedicated to helping individuals with their personal legal needs.

We are accredited to the ISO 9001:2015 quality standard and ISO 27001:2013 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 2017/2018. We also explain our priorities for 2018/2019.

We announced another year of strong financial results for 2017/2018 with revenue up 10% year on year to £128.5m, profit up 22% to £35.8m and PEP up 18% to £434,000.

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

backed by clear and open communication, cost transparency and business sense.

Efficiency and improvement in process were key programmes during the year underpinning not just efficiency but acting as crucial enablers to improve consistency and collaboration in line with the Shoosmiths Way.

At the same time increasing regulatory requirements were met through enhanced quality and risk standards and a review of risk management processes.

Our investment in agile working continued this year with the roll-out completed in our new offices in Leeds and Manchester.

*Simon Boss
Chief Executive*



*Peter Duff
Chairman*



With the wind-down of work carried out there reducing headcount over the years from 500 to just 60, we also took the decision to close our Basingstoke office transferring as many staff as possible to available space in our nearby offices at Solent and Thames Valley.

Shoosmiths was the first UK law firm to publish its gender pay data. The firm's median pay gap stands below the national average, but we recognise there is still more work to be done.

We were also very proud to be crowned National/Regional Law Firm of The Year at the Legal Business Awards.



Shoosmiths wins National/Regional Law Firm of the Year at Legal Business Awards.

We remain committed to finding ways to adopt responsible business practices, to addressing the global Sustainable Development Goals (SDGs), collaborating with others and reporting against our progress and plans. This includes publication of our annual Communication on Progress (COP) as a member of the United Nations (UN) Global Compact.

Looking to 2018/2019, we have 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. Our approach is one of improving both efficiency and the client experience through innovative solutions.

In conclusion, we are very pleased with the progress we've made this year towards consolidating our position as the national UK law firm famous for its client experience.

Business strategy

FINANCIAL PERFORMANCE

Turnover for 2017/2018 was £128.5 million and profit was £35.8 million.

SCOPE OF REPORT

This report was prepared for and approved by the Operations Executive on 10 December 2018, providing a summary of Shoosmiths' CR progress between May 2017 and April 2018. It is the seventh 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 2017 and 30 April 2018.

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 business.

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 focus in 2017/2018 included giving back to communities in the form of staff volunteering and pro bono legal advice provision, continued expansion of agile working to more staff and offices, review of processes and procedures in advance of the General Data Protection Regulation (GDPR), diversity, inclusion and well-being,

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 2018/2019 will continue in these areas as well as each office being invited to adopt one of the global SDGs with a supporting action plan.

OUR LEGAL EXPERTISE

In May 2018, our five former Practice Groups will change to four Divisions namely:

- business advisory, which provides commercial, employment, pensions and risk and litigation services;
- corporate, which provides banking, company secretarial, core corporate, restructuring and insolvency and tax advice;
- private client, which provides wealth protection, court of protection, family and conveyancing, and specialist litigation teams advising on clinical negligence, personal injury, special education needs, residential landlord and tenant issues, contentious probate and other professional negligence; and
- real estate, which provides construction, planning, property litigation, and core real estate advice.

The work of the Divisions and the business as a whole is supported by the Business Support Directorates:

- business development and marketing, which is responsible for growing sustainable, profitable new business by maintaining and developing client relationships, and building the firm's brand and reputation;
- finance, which is responsible for the strong financial management of the Shoosmiths and Northern Ireland LLPs (separate entity) both for client and

partnership funds in compliance with current regulatory and legal requirements;

- human resources (HR), which is responsible for recruitment and diversity, reward and benefits, employee engagement, estates management, health and safety, well-being 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; and
- strategic change, a new function from May 2018 which will focus on change management and process optimisation and which will incorporate the former business improvement directorate, centralised client inception, and the knowledge management and learning and development teams.

OUR PREMISES

As at the end of April 2018, our business operated out of 12 offices in 11 locations in England, Scotland and Northern Ireland. We are located in Belfast, Birmingham, Edinburgh, Leeds, London, Manchester, Milton Keynes, Northampton (two offices), Nottingham, Solent and Thames Valley. In June 2017, we moved to the X,Y,Z building in Spinningfields, Manchester. In February 2018, we moved our Leeds office to the Platform building. In March 2018, due to the wind down of work carried out, there we closed our office in Basingstoke with staff relocating to our Solent and Thames Valley offices.

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

2017/2018 highlights

We are pleased to report a number of CR highlights during 2017/2018. These included:

OUR MARKETPLACE

- August 2017** Further to Financial Conduct Authority (FCA) authorisation being granted in 2016 to Shoosmiths LLP, Shoosmiths (NI) LLP became an appointed representative on 1 August 2017, enabling the provision of FCA authorised litigation services across all UK jurisdictions.
- September 2017** **The Lawyer UK 200** ranked Shoosmiths 36th. Also ranked 56th for partnership diversity and 15th for equity partner diversity.
- September 2017** Shoosmiths was ranked 36th in the **2017 Legal Business 100**, up two places on last year's position.
- September 2017** Shoosmiths published its pro bono policy statement.
- September 2017** Shoosmiths published its second annual slavery and human trafficking statement on the landing pages of its Shoosmiths and Access Legal Solicitors websites.
- October 2017** **Legal 500 2017** cited Shoosmiths as a top-tier firm in 31 practice areas and as 'recommended' in a further 66 practice areas.
- October 2017** **Nisus Consulting Brand Promises and Services Realities Legal Market Report** ranked Shoosmiths second overall in its Service Performance and Value Index.
- November 2017** Shoosmiths was ranked in the **UK Chambers and Partners 2018** in 56 categories with Tier 1 rankings across 12 practice areas.
- November 2017** Shoosmiths was a finalist in the **UK Law Firm of the Year** in the **British Legal Awards**.
- December 2017** Shortlisted for two **LawWorks Awards** for **Best Contribution by a Firm with an English Regional Office** and **Best Contribution by an Individual**.
- February 2018** Shoosmiths was one of 25 law firms accredited as a **Best Legal Adviser** in **Legal Week's 2017/2018 Best Legal Advisers Report** illustrating high standards of client service.

- April 2018** Shoosmiths won **National/Regional Firm of the Year** at the **Legal Business Awards**.
- April 2018** Shortlisted for the **Legal Week Innovation Awards** in the **Future of Legal Services and Client Management** categories.

OUR WORKPLACE

- May 2017** **AllAboutSchoolLeavers Awards 2017** ranked Shoosmiths 35th in the **Top 100 Employers for School Leavers**.
- July 2017** Recognised as one of **Legal Week's Best Employers 2017** for the 13th consecutive year, rated as one of the top 15 performing firms for collaboration and brand.
- July 2017** The **Law Society** awarded Shoosmiths gold status in its **2017 Diversity Charter Biennial Report**.
- August 2017** Shoosmiths was re-accredited to **Investors in People – Gold Standard** for the third consecutive time.
- September 2017** Shoosmiths was ranked 36th in the **Job Crowd's Top 50 Apprentice Employers**.
- September 2017** After two successful well-being-focused first-year trainee challenges, the 2017/2018 trainee challenge centred on undertaking pro bono work related to the global SDGs.
- September 2017** **Lex 100's annual trainee survey** rated Shoosmiths winners in the **Job Satisfaction** and **Living Up to Expectations** categories.
- October 2017** **AllAboutLaw Awards 2017** Shoosmiths won the **Best Social Media Award** and was **Runner Up – Best Training Contract in a National Firm**. Shoosmiths was also a Finalist in three categories – **Best Vacation Scheme**, **Best for Job Satisfaction** and **Best Website**.
- October 2017** The **JobCrowd** ranked Shoosmiths 89th in the **Top 100 Companies for Graduates to Work For 2017/2018 list**, ranking 2nd in the legal category.
- October 2017** **RATEMYPLACEMENT Undergraduate Employer Awards for 2017/2018** ranked Shoosmiths 23rd, the sixth law firm in the table, and the fifth consecutive year ranked in the top 100.

- October 2017** Shoosmiths was the first UK law firm to submit and publish its gender pay gap data.
- February 2018** **RATEMYPLACEMENT Undergraduate Employer Awards for 2018/2019** ranked Shoosmiths 80th, the sixth consecutive year ranked in the top 100.
- March 2018** **AllAboutSchoolLeavers Awards 2018** ranked Shoosmiths 57th in the **Top 100 Employers for School and College Leavers**, and the second consecutive year in the top 100.
- March 2018** Shortlisted for **Legal Cheek Best Law Firm for Client Secondments 2018**.
- March 2018** Ranked 170 in the **UK Guardian 300 (Top Employers in the UK)** our seventh consecutive year in the top 300.
- March 2018** Shoosmiths won **Employer of the Year** at the inaugural **Women in Credit Awards**.
- March 2018** Shortlisted for the **Chief Executive's Lending Forum Awards 2018 – Diversity and Inclusion**.
- April 2018** Shoosmiths shortlisted for the **HR in Law Awards 2018 Excellence in Equality and Inclusion** category.

OUR ENVIRONMENT

- July 2017** Shoosmiths became a partner of the **UK Stakeholders for Sustainable Development (UKSSD)** which aims to inspire, influence and inform people, communities and organisations to transform to a sustainable society.
- March 2018** Participated in the **Legal Sustainability Alliance (LSA) 11th annual Climate Change Report** providing carbon footprint data. We were one of 59 LSA members that submitted carbon footprint data and one of 28 firms to have reported for eight years or more.
- April 2018** 36% of our staff are able to work in an agile manner and 45% of our offices support task working.

OUR COMMUNITIES

- June 2017** 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.
- January 2018** Access Legal Solicitors was awarded **The Encephalitis Society Inspirational Team Award** for completing the **Accumulator Challenge** and helping the charity raise £14,000 towards its work.
- January 2018** Published our second annual **UN Global Compact Communication on Progress (COP)** reporting against the Compact's 10 principles on human rights, labour, environment and anti-corruption.
- March 2018** Shortlisted for the **Scott & Co Scottish Legal Awards** in the **Community Contribution** category.
- March 2018** **Pennies from Heaven** awarded Shoosmiths a gold medal for the seventh consecutive year, in recognition of more than 20% of colleagues donating their payslip pennies to charity.



Encephalitis Society Inspirational Team award 17 January 2018 hosted at the House of Commons.

GOVERNANCE

We are committed 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 9001:2015 (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 Divisional and Directorate head and director having responsibility and accountability for CR within their respective areas.

The Chief Executive, Simon Boss, has ultimate responsibility for CR. He 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.

In May 2018, the Operations Board, chaired by the Chief Executive will become the **Main Board**, meeting every two months

and focusing on strategic implementation and delivery. Operational activity will be monitored and progressed via the monthly **Operations Executive**, chaired by the Chief Executive.

In relation to the four pillars of our CR programme under the chairmanship of the Chief Executive:

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

The Divisional and Directorate heads are responsible for embedding CR into their respective operations.

The Executive Compliance Committee (EXCO) acts as the regulatory affairs board particularly to address regulatory issues relating to the 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 16](#)), health and safety ([page 35](#)), and our environment ([page 39](#)).

EMPLOYEE COMMITTEES

Our Employee Forum 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 is underpinned by bi-annual meetings in each office with local representatives, chaired by the Office Head and supported 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.

Each office, led by CR Champions, operates a Community Investment Programme (CIP) committee, responsible for delivering the CR strategy locally. The committees co-ordinate activities to deliver our CR goals and targets. This includes our annual programme of activities for local charity fundraising partners, projects with a range of other third-sector organisations and identifying staff volunteering opportunities. During 2018/2019, we will be inviting each office,

under the leadership of the CR Champions, to adopt one of the global SDGs and implement a supporting action plan.

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

Our Gender Equality Working Group reports directly to the Board with membership representative of business functions and including our Chief Executive. It provides a sounding board to discuss issues and potential solutions. The Group also uses data on the employee lifecycle, including gender pay gap information to make recommendations to the business and review effectiveness of actions. A priority for the Group is to address the lack of women in senior positions, which is the underlying cause of the gender pay gap. A number of initiatives are planned, including: a review of our maternity policy; focus on recruitment to identify any barriers; and targeted support for high performers.

To support men and women in their career development, a LeanIn Network operates across all 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.

Following the launch of our Apprenticeship Working Group, 'Project Trail Blaze' in 2016, the Apprenticeship Levy came into effect in April 2017. Whilst the Group no longer meets regularly, preparations have been put into practice to develop our

apprentice programmes, recruiting primarily Business Admin level 2 and Paralegal level 3 apprentices across our Recoveries and Conveyancing teams. In addition to the creation of new Apprenticeships, we have also achieved external recognition ranking 36th in the Job Crowd’s top 50 Apprentice Employers and 35th in the Top 100 Apprenticeship/School Leaver Employers by the AllAboutSchoolLeavers awards. We recruited 18 new apprentices during 2017/2018.

In March 2018, we began the process of appointing office environmental champions following an Estates Management team review of environmental priorities to focus on in 2018/2019. As champions they will identify and encourage best environmental practice at a local level.

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 2017/2018 we established a pro bono policy and reviewed our CR, community investment, volunteering, and

environment, health and safety policies. We also updated all our data protection policies to be GDPR compliant, issued a management and supervision policy to ensure all staff are properly supervised and to enhance the client experience, and substantially revised our conflicts and confidentiality 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 SDGs.

Progress against our 2017/2018 marketplace, workplace, environment and community targets can be viewed at [appendix 1](#) as well as our plans for 2018/2019. [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 2017/2018.

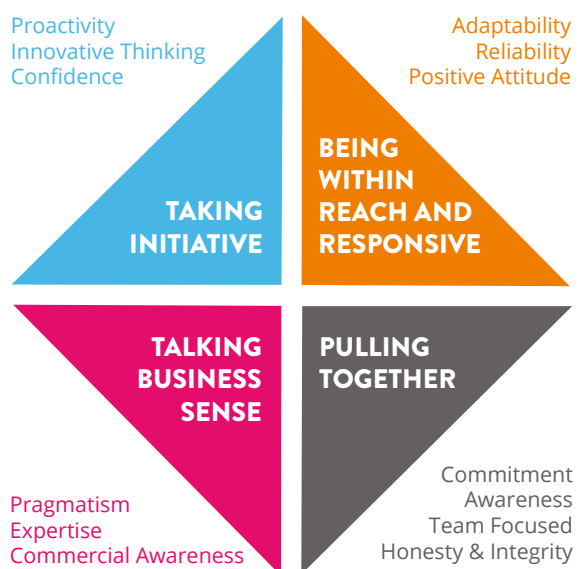


Our culture and values

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. Such has been the success of this approach that, in February 2018, we extended our operative guidelines to include the Shoosmiths Way, comprising three actions which we will embed into all projects and business activity. These actions are:

- **Communication** – to ensure we are clear about priorities and focus;
- **Consistency** – to ensure all clients and staff receive a consistent experience of Shoosmiths; and
- **Collaboration** – to work together to share best practice and to deliver the benefit of 'collective clever' for our clients.

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 and well-being 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 well-being both at work and beyond. In turn, this culture allows us to deliver excellent client service in a unique Shoosmiths Way.

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' 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 Executive which oversees the operational aspects of Shoosmiths LLP.

The scope of the Q & R function includes England and Wales, Scotland and Northern Ireland.

GOVERNANCE FRAMEWORK

There is a clear and effective governance framework with the EXCO dealing with the regulatory issues at a high level, with escalation to the firm's Board. EXCO members are the FCA approved persons, the majority of whom are also members of the Board. Senior management is deeply committed to the Q & R function, which is critical for an effective compliance culture.

The Compliance and Risk Officers Committee acts as a forum to identify Q & R issues and ensures effective implementation of improvements. Chaired by the Director of Q & R, the membership consists of all the directors, the COLP, COFA, the internal auditor, Divisional 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 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 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, main Board, Operations Executive, 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 Divisional 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 2017/2018, major achievements were:

- effective implementation of GDPR and increased level of awareness of data protection including the success of the firm-wide training rollout and assessment;
- implementation of the Money Laundering Regulations 2017 and creation of central client inception team;
- Shoosmiths Northern Ireland becoming an Appointed Representative of Shoosmiths LLP and successful integration of systems and processes in place for our Recoveries activities in Belfast;
- no major Data Protection Act breaches and increased reporting of incidents;
- client audits and questionnaires completed as requested without any major challenge or disagreement;
- FCA complaints oversight successfully undertaken with a fall in numbers. The Financial Ombudsman Service (FOS) upheld rate was 70% for the year, higher than the industry average; and
- FCA returns (11 in total) undertaken without any major challenge.

The additional 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 the highest possible standards.

Our focus continues to be to ensure the best possible outcomes for our clients and customers of our clients.

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 Divisions 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, a 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 SRA's new Code;
- implementation of the Insurance Distribution Directive;

- implementation of the FCA's Senior Managers and Certification Regime;
- driving improvements in the client experience to ensure the client receives a consistent experience; and
- embedding the management and supervision policy to deliver the Practice Standards and the Shoosmiths Way into business.

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, Q & R 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.

We have revised our Anti Money Laundering and Counter Terrorist Financing (CTF) policy to reflect the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017.

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.

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.

Organisations we support

We engage with respected organisations in the CR field to learn from their expertise and to network and share ideas with other

members and full details are also included in [appendix 4](#). Our participation during 2017/2018 included:



Aspiring Solicitors

We have been a partner since November 2016. See our trainee programme section on [page 32](#) for more detail.



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 have supported ProHelp in the West Midlands and provided representation on the East Midlands Advisory Board.



Charities Aid Foundation (CAF)

We supported the annual #Giving Tuesday Campaign on Tuesday 28 November 2017, co-ordinated in the UK by CAF, by organising a firm-wide silent auction raising funds for 12 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 Thames Valley and Northampton pro bono clinics follow the LawWorks clinic model and we also support its 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 that is included in the LSA annual report. In 2018, we were one of 59 companies that submitted carbon footprint data and one of 28 companies to have reported for eight 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.

Shoosmiths is also a founding signatory of the Law Society's Pro Bono Charter launched in 2016. As a signatory, this commits us 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.



Pennies from Heaven

Pennies from Heaven is a charity that provides a coin collection scheme enabling employees to donate to charity and Shoosmiths has been involved since 2007. During the year, Pennies from Heaven awarded Shoosmiths a gold medal for the seventh consecutive year, in recognition of more than 20% of colleagues donating their payslip pennies to charity.



Time to Change

Shoosmiths has been a signatory since January 2017. See our well-being section on [page 38](#) for more details.



Partner

UK Stakeholders for Sustainable Development (UKSSD)

Shoosmiths became a partner in July 2017. Our approach to the SDGs is featured on its website.

WE SUPPORT



United Nations Global Compact

Shoosmiths has been a signatory of the UN Global Compact since 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.

SHOUTback

Our CR blog [SHOUTback](#) published 127 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, 14% were marketplace related, 23% workplace, 3% environment and 60% covered a community theme.

SHOUTBACK CORPORATE RESPONSIBILITY WITH A SHOOSMITHS TWIST...
Home About SHOUTback News stories Photo gallery Graduate news Submit a story

Shoosmiths carries out its 2017 annual silent auction for 12 charity partners

Each year, and in recent years to coincide with #Giving Tuesday (Tuesday 28 November 2017), Shoosmiths launches its annual Promises and Presents silent auction. This year our 12 charity partners benefiting from our fundraising efforts were:

Alzheimer Scotland, Ben's Heroes Trust, Birmingham St Mary's Hospice, Launchpad, Leukaemia and Lymphoma NI, Martin House, Milton Keynes Community Foundation, Mustard Tree, Northampton and District Mind, Nottingham Women's Centre, ReachOut and The Society of St. James.

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 CR.

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.

Our Access Legal Solicitors customer services team operates Monday to Friday 9am – 5.30pm and can be contacted on 03700 868686 or via the e mail address client.services@accesslegalsolicitors.co.uk. The team receives enquiries and signposts individuals to a legal adviser if this is an area of law we undertake or to a charity or other agency that can help.



Examples of our work for clients during the year included:

- Partnered with the Federation of Sports and Play Associations (FSPA) to provide crucial guidance throughout the UK's Brexit negotiations. As the voice of the UK sports and play industries, the FSPA liaises with the UK government helping to ensure the best outcomes for its 500 member businesses.
- Our Brexit hub ([see here](#)) hosts all content related to Brexit and the serving of Article 50 such as free checklists and legal updates.
- Advised Citygrove Securities PLC and its subsidiary Albermarle Developments Limited throughout the lifecycle of re-developing The Old Dairy, an award-winning mixed-use scheme in South Ruislip. The mixed-use scheme comprises of 162 residential properties, a Cineworld cinema, an Asda foodstore and family-themed restaurants, and will create circa 536 jobs and a new heart of South Ruislip.
- Sports law experts appointed to key roles for national governing bodies in the sports sector. Caroline Brennan was appointed as the new independent director for Parkour UK and Mike Patterson and John Shea were appointed to the Law and Legislation Committee and the Appeals Committee respectively of the International Powerlifting Federation.
- Advised on the investment round for Screenlimit Limited, developers of the screen-time limiting application. ScreenLimit is a downloadable software that allows parents to remotely control the amount of time their children spend on various devices. The device allows parents to instantly block, schedule times of the day when devices are inactive, allow or block specific apps, reward good behaviour and direct message from a smartphone, tablet or webs browser.
- Consortium member for successful bid for funding led by Bruntwood. Leeds

City Council awarded Bruntwood £2m to create a flagship tech hub at their new Platform development at the city's mainline station. Aimed at digital start-up companies and entrepreneurs, the hub plans to support more than 1,000 new jobs over the lifetime of the project and will be run in partnership with the City Council and organisations across Leeds' digital community.

- Winnow, a cutting-edge food waste tech start-up raised \$7.4m in an investment deal advised on by Shoosmiths.
- 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 a sponsor and supporter 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. Shoosmiths is involved in supporting, guiding and advising new business ventures launched by entrepreneurs who are graduates of or are connected with the University of Reading and HBS, also assisting with funding and mentorship to these new business ventures. Shoosmiths also provides workshops to these companies on Angel and other forms of early-stage investment, helping to prepare such businesses for successful growth.
- 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.
- Data and privacy experts have helped our clients get their data policies compliant with the GDPR which will come into force 25 May 2018. Our GDPR information hub has a range of toolkits and services located at: <http://www.shoosmiths.co.uk/client-resources/gdpr-we-can-help-12942.aspx>

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 46](#).

LEGAL UPDATES

Our quarterly legislation tracker for clients entitled 'Compendium' provides an overview of anticipated legal developments, timeframe for implementation and practical suggestions for steps that can be taken. In April 2018, we launched 'Accelerate' using the same format

but focusing on the legal changes affecting the automotive sector.

During 2017/2018, we also published 219 legal updates on our Shoosmiths website. Articles relevant to the CR agenda covered such issues as:

MARKETPLACE	
■ GDPR	■ Modern Slavery
WORKPLACE	
■ Absence management	■ Indirect discrimination and objective justification
■ Bereavement leave	■ Lesbian, Gay, Bisexual, and Transgender (LGBT) history month
■ Business immigration	■ Mental health in the workplace
■ Disability discrimination	■ Retirement age equality
■ Disciplinary and grievance	■ Same-sex marriage and pensions
■ Employee handbooks	■ Sexual harassment in the workplace
■ Employment tribunals refund scheme	■ Working time regulations and rest breaks
■ Gender pay reporting	
ENVIRONMENT	
■ A green future – Government's 25-year plan to improve the environment	■ Environmental impact assessment regime changes
■ Asbestos risks in commercial premises	■ Japanese knotweed
■ Clean, green growth for the UK	■ Minimum Energy Efficiency Standards (MEES)
■ Contaminated land regime	■ National planning policy framework
■ Environmental claims	■ Waste rule changes
COMMUNITY	
■ National planning policy framework	

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.

VULNERABLE CLIENTS AND MENTAL HEALTH

Our employees need to be aware of issues that may arise when advising vulnerable clients including those with mental health difficulties. This is particularly relevant to teams within Private Client and the Business Advisory Division.

Within the Business Advisory Division teams who are dealing with clients in debt, much of its work during 2017/2018 was to continue work on new requirements for data protection in relation to the GDPR and the recommendations outlined in the guidance **'Vulnerability: a guide for debt collection, 21 questions, 21 steps'**. Training and awareness raising programmes for all staff and new starters ensure that everyone dealing with customer calls has the knowledge and confidence to manage sensitive and difficult calls and to ensure that customers are treated fairly.

In particular we:

- developed a 'process call flow diagram' to assist front-line case handlers taking calls from customers and third parties to ensure information recorded on our systems is done so properly and in accordance with data protection laws. This approach assists case handlers to obtain relevant consents and medical evidence (if needed) so that any information disclosed to us is used correctly;
- provided specific assistance to managers

responsible for making decisions in the event we have to act outside of our policy or record sensitive information where serious circumstances or the recording of sensitive information without the usual consent or evidence needed but where serious circumstances or nature of the information required for us to do so. This has helped managers make such decisions more confidently and ensures that by also completing a specific assessment form, the appropriate audit trail and evidence is in place to comply with regulatory requirements;

- worked closely with Learning and Development colleagues to develop a number of staff training programmes on specific issues or areas of concern. These included how to deal with suicide threats made during calls. Mini training presentations are used as development tools for staff and included in new starter training. The risk of suicide threats being made during calls formed the basis of further work as feedback had indicated this was an area of specific concern for those staff who did not feel confident at dealing with this issue. In addition to rewriting the suicide call procedure, we developed quick-fix e-learning training materials, and discussions are carried out at vulnerable adult quarterly meetings. We also developed mock suicide call recordings to use within call calibration

sessions. The recordings were scripted and recorded voiced by Shoosmiths staff based on issues and phrases from calls. Listening to the mock recordings, supported by supporting notes help case handlers to identify where there is an immediate risk to life that needs to be reported to the police urgently;

- hosted a talk and training session carried out by GambleAware in November 2017. This highlighted the issues surrounding gambling addiction which can lead to both physical and mental health problems,

and gave training to staff on how to recognise signs of gambling addiction during customer telephone calls as well as providing information on specific places customers can be signposted to for help and advice; and

- provided client training on topical vulnerable adult issues, providing training materials and updates from the marketplace to enable them to implement best practice. These training programmes are available to clients across our business.

Our suppliers

We seek 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 39](#)).

In September 2017, we published our second 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 person has a particular contribution to make in delivering Shoosmiths' strategy, which is why our employee engagement strategy places the employee at the centre of our management processes and systems. 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, freedom and authority to make a difference in their role for the benefit of colleagues and clients.

At the end of April 2018, we employed 1,613 people (1,507.7 full-time equivalents/fte), of which there were 187 partners and partner equivalents in 11 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 and the need for emotional intelligence;
- 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 well-being 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.

During 2017, we were re-accredited for the third time to the Investors in People Gold standard (IiP). IiP reflects the very best in people management excellence and is based on nine indicators underpinned by the three themes: Leading, Improving and Supporting.

SHOOSMITHS IS RE-ACCREDITED TO THE INVESTORS IN PEOPLE GOLD STANDARD

'Shoosmiths first became IiP accredited in 1999 and, in 2011, was the first UK top 200 law firm to be accredited to the Gold standard. We are proud to be recognised as a great place to work.'

'During our 2017 assessment, IiP made a number of recommendations which will help inform our programme and therefore our re-affirmation to achieve Platinum status when the next re-accreditation takes place in 2020. These include a continued focus on such areas as leading and inspiring people, empowering and involving people, managing performance, recognising and rewarding high performance, building capability and delivering continuous improvement.'

**Lisa Thompson, Head of HR,
Shoosmiths LLP**



During the year, we took the decision to close our Basingstoke office due to the wind-down of work carried out there reducing the headcount over the years from 500 to just 60. The office was originally opened in 1999 to service a number of referrer institutions with whom we built a sector-leading claimant personal injury practice. Some 10 years ago,

we made a strategic decision to exit the low-value personal injury market and the scaling back of this business coupled with a break in the lease of the office resulted in the decision to transfer as many staff as possible to our Solent and Thames Valley offices, which took place in March 2018.

Talent attraction and development

With unemployment levels at a 42-year record low, our ability to attract and retain the best talent will have a profound impact on the future success of Shoosmiths. By differentiating from our competitors, we have continued to position Shoosmiths as an employer of choice to attract, train and retain the best talent available. Informed content is the cornerstone to Shoosmiths' talent attraction strategy so has been a key focus for 2017/2018, growing our presence on social media platforms and ensuring consistent and engaging content is created and shared.

Our online and offline branding and events provide one of the most successful drivers of direct applications to our vacancy pages for both early careers/graduates and more experienced hires. Through the careers blog, social media platforms, career events and our advertising activities we have made it a priority to share ideas and speak openly about what we can offer to applicants and in a way that is accessible to all – regardless of location or circumstance. 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.

Routes to qualification in the legal profession are still evolving over the next few years with the impending Solicitors Qualification Examination (SQE) set to commence in 2021. Over the last 12 months we have continued to develop our early careers model so that it supports school leavers and graduates with apprenticeships, placements and training programmes across the full breadth of our business services and legal teams.

Apprenticeships are now a regular part of our workforce with 18 hired in the 2017/2018 period.

As part of our Young People in Law (YPiL) programme, 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 37 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 40 places provided in 2017/2018.

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.

TALENT DEVELOPMENT

During 2017/2018, we promoted 124 colleagues. [Appendix 2](#) details promotions by grade.

Looking ahead to 2018/2019, business plans are predicting a sharp increase in the volume of hiring needed to meet Divisional objectives, so we are increasing the headcount of the talent attraction team to ensure we continue to provide the best candidate and client, experience and source the best talent. We are also looking to centralise our business services recruitment to ensure we can recruit more vacancies directly and without the use of recruitment agencies.

Across the early careers platform, we will continue to focus on the changes to SRA legal education and training, and to prepare for implementation of the SQE. We are also planning an assessment centre redesign for 2018/2019.

Employer branding will remain a key priority for the team to help distinguish Shoosmiths in a crowded recruitment market. We will continue to grow our social media footprint across LinkedIn, Twitter, Facebook and Instagram as well as refreshing the content on our external website.

OUR TRAINEE PROGRAMME

Attracting the very best people to Shoosmiths is a vital component of our business strategy. In July 2017, 96 candidates, selected from more than 1,600 applications (122 plus universities) attended an assessment day which is centred on our values and providing the candidate with a fantastic experience. We endeavour to attract, retain, support and develop a diverse workforce, and provide an environment where people are valued, feel healthy and happy, and can achieve their full capability.

Our graduate assessment centres conduct CV blind interviewing which removes the potential for bias on the grounds of gender, ethnicity or social background.

We recruit both law and non-law students as they bring different skills to Shoosmiths; in 2017, 60% law candidates and 40% non-law were recruited. Law is an academic subject but we recognise that some candidates peak at different times in their lives and so prefer to focus instead on competency skills and values rather than select people purely on academic results. To ensure we create the best opportunity to access the profession, we have lowered our graduate recruitment requirement to CCC at A level (or equivalent) and place less emphasis on pure academic background. 52% of applicants who received training contract offers in 2017 had A levels below the old AAB minimum standard.

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 contribute to our CR aspirations.

To support our effort to widen access to law, our insight evenings are open to any university student or graduate, and we do not ask for A level grades on the application. We believe that all students and graduates should have access to events to learn more about a career in law. At these events, we promote a message of health and well-being by not serving alcohol, which has been welcomed by students and staff. We invited over 250 candidates to attend our events across the UK during the year, 46% of whom were not white-British, and 53% of whom were the first generation to attend university. Our speakers share inspirational stories about their journey into law, so that candidates can see that success is within their reach.

Shoosmiths collaborates with a number of organisations including Aspiring Solicitors and Birmingham Black Lawyers (BBL) to improve our accessibility to talent.

The Shoosmiths graduate recruitment development programme consists of a range of innovative activities that allow graduates to successfully integrate with the culture and values of the firm. Starting with the on-boarding process where successful candidates have the chance to meet their future colleagues and learn more about the firm in a social environment, through the week-long trainee induction, and then on joining their teams. Support networks are provided through the graduate recruitment team, local HR teams, and peer networks. Trainees are supported through their two-year training contract by a number of groups within the firm and are encouraged to get involved in activities outside their day-to-day responsibilities. These activities can include CR and well-being initiatives, providing advice on a pro bono basis, fundraising and organising events such as our LeanIn Network.

The 22 first-year trainees also completed the annual CR challenge, which this year focused on providing supervised pro bono legal advice to organisations addressing one or more of the SDGs in the UK. (See the pro bono section on [page 48](#) for details.)



PARTNERING WITH ASPIRING SOLICITORS



'We have partnered with Aspiring Solicitors since November 2016 and during 2017/2018 we ran three events together, running access to skills development workshops, and we also provided a mentoring service via 14 professional ambassadors (solicitors within Shoosmiths who mentored Aspiring Solicitors members). This partnership resulted in 13 out of 21 (62%) training offer contracts being made by law firms to Aspiring Solicitors' members. Of the 13 training contracts, Aspiring Solicitors provided support to five students (24%) and significant support to four (19%).

Aspiring Solicitors provided support to these students by coaching and mentoring them while they navigated the training contract application and recruitment process.

Of the nine Aspiring Solicitors members to whom Aspiring Solicitors provided assistance:

- *five were educated in state school comprehensive secondary schools;*
- *two were the first generation in their family to go to university;*
- *two were from low income families; and*
- *two were Black, Asian, Minority Ethnic (BAME).'*

Samantha Hope, Graduate Recruitment Manager, Shoosmiths

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 private medical insurance, life assurance of up to eight times salary, pension, dental cover, income protection cover, free eye tests, childcare vouchers, access to the cycle to work scheme, free or discounted legal services, an annual opportunity to flex holiday, financial support for further education and a range of corporate discount arrangements.

Every employee is given a day off for their birthday and £50 vouchers to help celebrate the event. Long service is recognised and

rewarded at five-year intervals with a voucher gift. Thank you rewards are also given when introducing new employees and referring clients to the business (which can instead be made as charitable donations).

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. As founding members of the Law Society Diversity and Inclusion Charter, we are pleased to have achieved Gold standard status. We were the first UK law firm to publish its gender pay gap data in advance of the April 2018 legal deadline and have been working to advance equality both in the firm and the profession.

We have continued to partner and work with organisations such as the Law Society and Aspiring Solicitors, and maintain affiliation to Disability Confident and Time to Change to advance work on equality, diversity and inclusion.

Key diversity data

More detailed data is provided in [appendix 2](#).

	% of Shoosmiths staff	
Gender	Male	32.4
	Female	67.6
Disability	Disabled	8.6
Ethnicity	White/European	76.5
	BAME	14.2
	Unknown or not reported	9.3

GENDER PAY GAP

In October 2017, we published our first **gender pay gap** report and were the first UK law firm to do so. The report is a requirement of the Equality Act (2010) Gender Pay Gap Information Regulations 2017. Reporting requires six calculations to be carried out that show the difference between the average earnings of men and women in an organisation. Our median pay gap at 12.98% is largely the result of men being employed in more senior positions. Gender diversity is a complex issue with a combination of factors contributing to a lack of gender diversity in senior positions, both in the legal profession and more widely. Multiple contributing factors require multiple solutions.

Our 2018/2019 diversity and inclusion priorities include addressing the gender imbalance in senior roles and to expand the data published beyond the legal requirement to include information on partners.

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 helping 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.

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. It has developed its programme by including team coaching as a regular offering across each of the Divisions.

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.

Our Learning Content Management System (LCMS) forms an important part of ongoing evidence of individual professional development. GDPR e-learning courses took centre stage this year with 98.4% of staff

passing the mandatory course. Other 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).

Horizon is Shoosmiths' 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. Since its launch in October 2016, the trend has been for an increase in the number of views and topics explored.

During National Learning at Work Week, 15 to 21 May 2017, Shoosmiths highlighted the 2017 theme of 'Let's get curious and creative' by inviting people to log into Discovery and explore many of the 18,000 resources available. The aim was for it to be fun and informative as well as empowering people to develop their own potential by being curious about new areas.

Shoosmiths decided upon using the Discovery tool to promote the Learning at Work Week as it also mirrored and supported SDG 4 'Quality education: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.' The Discovery tool content includes technical and vocational skills which will ensure our employees are able to perform in their jobs confidently and ensure that everyone has an opportunity to improve their literacy and numeracy at whatever stage they are in life, again promoting lifelong learning.

Health and safety

Our commitment to safety excellence involves all key stakeholders to achieve our goals.

As we grow as a firm, we increase our safety by designing out risk at source and creating more flexible and versatile spaces.

By embracing the close working of our teams and pulling together, we are communicating better to our internal stakeholders.

Our [health and safety policy statement](#) is reviewed annually, or as required, and was last updated in December 2017. 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 national Health, Safety and Environment Committee (HSE), chaired by the Health and Safety Manager, has representatives from Estates Management, HR, CR and in 2018/2019 will also include well-being representation.

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.

Working with our third-party management company (FISco) to design its new contractor management system provides us with tailored reporting and analysis, and a quicker response time, so increasing safety and cost

savings. Reviewing our working practices and embracing new technology helps further integrate our approach to safety across all our offices and allows us a more visible account of our risk management.

STAKEHOLDER ENGAGEMENT

Shoosmiths' Health and Safety focus week forms part of our calendar of events which we have organised for over 10 years and ran from 19–23 June 2017 to coincide with UK Health and Safety Week. It engages our internal stakeholders, gives them current information and reminds them of our office procedures.



Activities during the week included:

- the launch of a national slogan competition to promote positive health and safety with the winning slogan chosen 'Our Greatest Asset is YOU – Stay Safe;
- information provided to staff included guidance on international travel and current research into sedentary working;
- an e-learning safety capsule was created for the week containing safety video clips on, for example, driver safety, cardiopulmonary resuscitation and agile working;
- the launch of a first aid app on company mobile phones and tablets, and the launch of Mental Health First Aiders within Shoosmiths; and
- local office events reinforced the week's focus including classes in self-defence,

first aid, fitness nutrition and well-being and defibrillators, head, neck and shoulder massages, and sporting challenges.

During the year, we also updated our induction training resources to refresh our generic information for new starters and others.

Externally, we work 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.

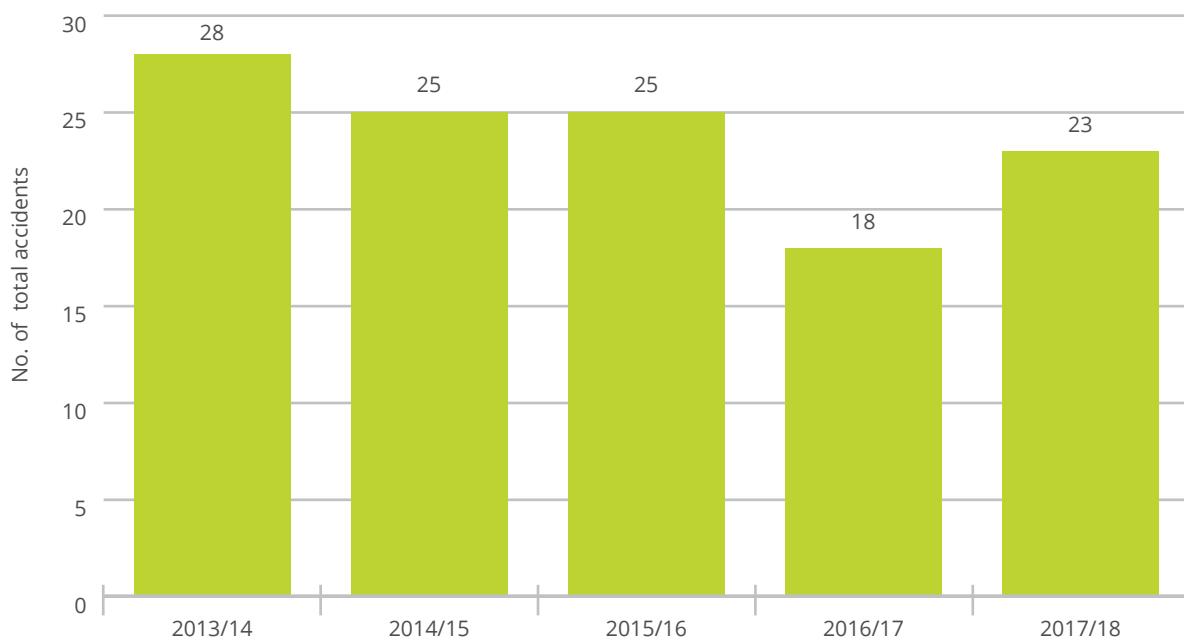
PERFORMANCE AND BENCHMARKING

This graph shows Shoosmiths' National Accidents by Financial Year.

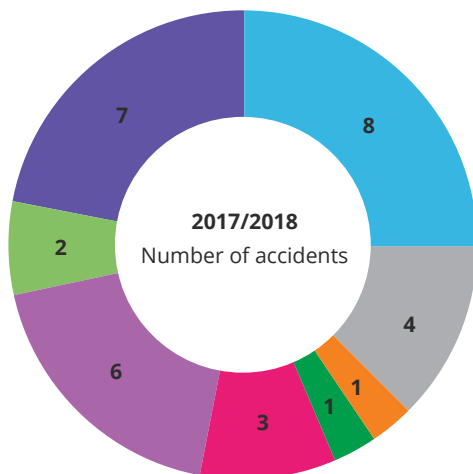
There were no RIDDOR reportable accidents during 2017/2018.

We benchmark our statistics against industry, professional occupation and labour force survey statistics.

National total accidents by financial year 2013/2014 – 2017/2018



National accidents 2017/2018 detail



- Burns/scalds
- Cuts/bruises
- Injured by a non-static object
- Lifting, handling or carrying
- Other types of accidents
- Trips/slips/falls
- Contractors involved
- Near-miss accidents

The following accident categories reported zero for 2017/2018: Back injuries; Fractures; Road use accidents (work related); WRULD (Work Related Upper Limb Disorders); Recorded accidents (<3 days); National reportable accidents (<7 days).

Well-being

We recognise the importance of well-being at work and the impact it can have on productivity.

We also understand that well-being is subjective and determined by elements beyond the physical and emotional. Social, material and developmental elements are just as likely to impact on a person's perception of well-being and it is important that we understood the needs of our colleagues if we are to create an inclusive culture that recognises the impact work can have on an individual's well-being.

During a series of employee engagement activities in the previous year 2016/2017, our people had told us they would like mental health to form a key part of our inclusion strategy and, in January 2017, our Chief Executive and Chairman had signed the Time to Change pledge, a commitment to ending the stigma surrounding mental health.



During 2017/2018, well-being activities included:

- a network of mental health champions established in three offices with initiatives undertaken in Manchester, Northampton and Nottingham;
- introduction of a Mindfulness training programme to all staff;
- mental health training delivered to selected managers and staff in support of the Time to Change pledge;
- well-being area of the intranet developed including links to mental health support;

- all staff offered the opportunity to undertake a care and resilience survey which included the creation of a personal profile for those participating and signposting to relevant support. An anonymous cumulative profile for the firm was also created;
- support and promotion of the national Work Life Week, an annual campaign to get both employers and employees talking about well-being at work and work-life fit;
- access to financial well-being resources to build knowledge and confidence and;
- the Employee Assistance Programme highlighted in a number of employee briefings.

Our well-being priorities during 2018/2019 are to establish a mental health champion network across all offices and to address the issues identified via the care and resilience index. We have determined a number of actions. These include resilience training for staff and team coaching as well as support and guidance for line managers.



Time to Talk Day, Nottingham on 1 February 2018.

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 2017/2018.

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 12 offices in 11 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 Manchester office in the X,Y,Z building in Spinningfields, occupied from June 2017. The Apex Plaza building (multi-tenanted), Thames Valley is ISO 14001:2015 certified and our Leeds office is EPC A rated.

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 2017/2018, we undertook internal office environmental audits as part of our annual health, safety and environmental

audits. This process is managed by our Health and Safety Manager. We also employed an external consultancy to conduct one-day site audits of our Edinburgh (multi-tenanted) and Nottingham (multi-tenanted) offices to assess environmental legislative and best practice compliance. Findings were that the sites were well managed, staff showed a good understanding of requirements and were committed to continual improvement. Minor improvement opportunities mainly related to administrative aspects of waste and refrigerants.

AGILE WORKING

Shoosmiths was one of the first major law firms to move away from the cellularised office model to agile working following the trial of Shoosmiths Agile in our Thames Valley office in 2016. Greater flexibility in the working environment enables staff to work anywhere in the office or remotely and is reinforced by an enhanced IS infrastructure using the latest software and phone systems. By offering modern ways of working and recognising the value of agile working to staff well-being and collaborative working

Shoosmiths is attractive as a preferred employer for the next generation of talent.

The Manchester and Nottingham agile working roll outs were completed June 2017 and our Leeds office converted to agile working in February 2018.

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

During 2018/2019, we will move to new agile working offices in Solent and close our Victoria House, Northampton office with our IS team relocating to the Lakes office. By the end of April 2018, 36% (versus 60% target) of our employees had transitioned to agile working and 45% (versus 50% target) of our offices converted to support task working.

Resource management

During 2017/2018, there was a continued focus on paper light working through the practical use of divisional protocols, which details how and when colleagues effectively use electronic and paper storage solutions.

As a consequence, we saw our printed sheets consumption reduce by a further 1.8% to 27.5 million pages (versus 28 million sheets in 2016/2017). This was lower than originally forecast due to the growth of

the firm. However on a like for like basis, the printed sheet consumption per fte per month reduced from 1,633 to 1,429, a 12.5% reduction.

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 2017/2018, Shoosmiths used 1,062 lines of stationery, of which 130 have a defined environmental benefit. Of these lines, 20 products have 100% recycled content and 109 partial recycled content. We used six FSC-certified paper products, which constituted about 91% of our paper spend.

For the fifth consecutive year we reported paper consumption data to the Law Society's 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 2017/2018, 446 IT assets were donated (3,313 kg) to Computer Aid. Of the 446 items donated 237 units were re-used (1,726 kg) and 209 (1,587 kg) were recycled with the re-used assets sent to one project in India, five projects in Africa and two in the UK. (34% to India, 22% to Togo, 16% to Burkina Faso, 12% to Ethiopia, 8% to Zambia, and 8% to the UK). 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 Zambia eClass

SHOOSMITHS DONATES TO FIVE COMPUTER PROJECTS IN AFRICA, TWO IN THE UK AND ONE IN INDIA

London Computer Recycling, UK, India, Pakistan

The company's aim is to achieve as near to 100% re-use or recycling as possible. It has several community projects in India and Pakistan. Local distributors in these countries make use of re-usable computers by selling them at a subsidised cost to schools and individuals who otherwise would not be able to afford a computer. This benefits the local economy by providing a stable business for distributors and a low-cost solution for young entrepreneurs who need a computer to start their businesses. It also helps local schools who cannot afford high-end equipment to access technology for their students.

Atlantic Telecom, Togo

Atlantic Telecom is a private West African telecom company. Its branch in Togo bought computers to build digital libraries all around the country through its CR department. It previously had one of Computer Aid's ZubaBoxes in 2012 which travelled round the country with Miss Togo to raise awareness for Information and Communication Technologies (ICT) education.

The Association Evangelique d'Appui Development (AEAD), Burkino Faso

AEAD is a West African non-governmental organisation that has operated in Burkina Faso for over 20 years. AEAD addresses the root causes of poverty by fully involving and empowering the local community. A core part of its programme is the provision of education opportunities. It runs and manages over 80 schools and literacy programmes.

Rainbows4Children, Ethiopia

Rainbows4Children provides education for children in Ethiopia, primarily the children of adults with disabilities. It has set up two schools, a training centre and an adult learning centre. Computer Aid International has been supporting the Nicolas Robinson School in Ethiopia since 2009 when it sent its first container of ICT equipment to its primary school. It has since grown to become the second best school in Tigray. The school was originally dedicated to disabled war veteran families, and as such, there is no selection process at the school.

Ethiopian Knowledge and Technology Transfer Society (EKTTS)

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

SchoolNET, Zambia

With SchoolNET Zambia, Computer Aid is running one of its eClasses projects to bring equipment and training to primary and secondary schools. SchoolNET promotes the integration and use of ICT in teaching and learning in educational institutions in Zambia by assisting them to set up their ICT.

Evolve Housing, UK

Evolve Housing is a leading homelessness charity in London providing supported housing for homeless people across eight London boroughs, working with 2,000 people each year. It provides a solution to homelessness through shelter, support and advice to over 700 people each day, who would otherwise be homeless. Computer Aid supplied the charity with Shoosmiths' laptops for its beneficiaries.

Milestone Community Training Centre, UK

Milestone Community Training (MCT) is an independent training provider established in 2015 which provides training for employers and individuals to learn and develop skills, with the view to encourage wider participation from hard-to-reach and disadvantaged individuals from any background. Improving skills is a priority for MCT, especially among those individuals who lack the basic skills for employability. Shoosmiths' equipment has been donated for use in ICT training modules.



'Shoosmiths' generous donations of equipment help us to complete life-changing work around the world, we're grateful that

they continue to support our work and that they share our goal of re-use where possible.'

**Alice Walker-Mitchell, Marketing Officer,
Computer Aid International**

BOTTLED WATER

We use an on-site water purification system 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 2017 and April 2018, we consumed 40,218 litres of water¹ and avoided 7.26 tonnes of glass.

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 +23.15% during 2017/2018 across the entire Shoosmiths estate with the increase particularly the effect of the space occupied by our Manchester office, increasing from 20,239 ft² to 36,000 ft² when we moved offices in June 2017. At the sites where energy is controlled by Shoosmiths however (namely the two Northampton sites at the Lakes and Victoria House, Solent and Thames Valley) our electricity consumption fell by 11.28%.

Our gas consumption decreased by 46.24% (Belfast, the two Northampton offices and Solent). The reduction in gas consumption at sites under our control were particularly the result of the installation of the new heating and cooling system and boilers at our Lakes office.

As our business continues to grow, energy consumption must continue to be a focus, and new improvement opportunities identified.

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

¹ Data excludes Belfast office.

business journeys or who is a newly qualified driver must complete online driver training every three years.

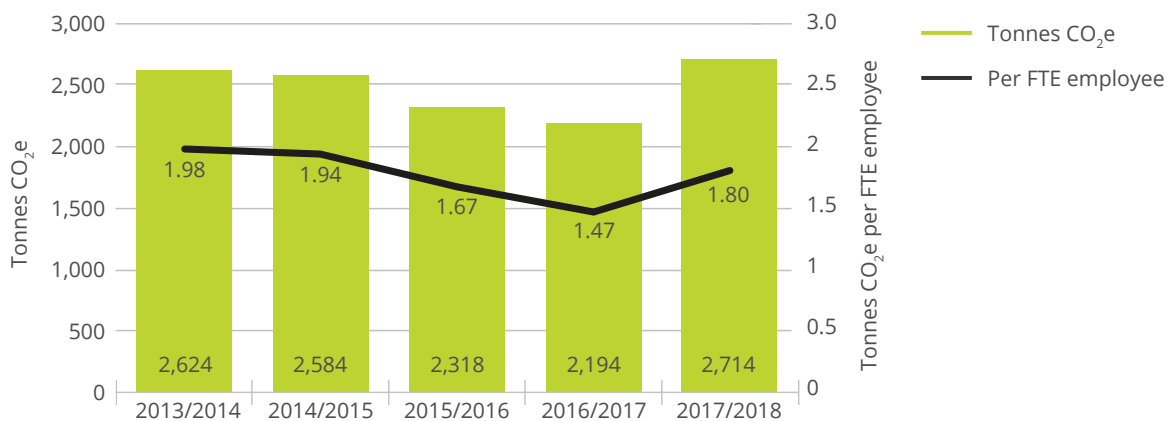
We participate in the government's Cycle to Work scheme. This initiative, co-ordinated on our behalf by the consultancy Gemelli Employee Benefits, seeks to encourage take-up of cycling as a more sustainable mode of transport that also improves general health and fitness. We publicise the scheme on our intranet and during induction training for new employees. During 2017/2018, 28 colleagues took part.

OUR CARBON FOOTPRINT

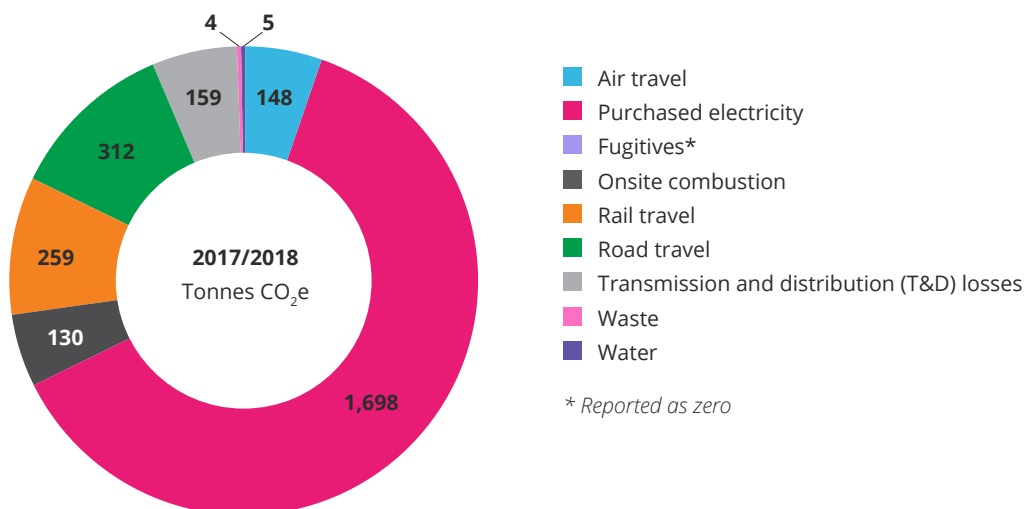
Our total carbon footprint was 2,714 tonnes carbon dioxide equivalent (tCO₂e) during 2017/2018, equivalent to 1.8 tonnes per full-time equivalent employee. The carbon footprint data this year includes additional emissions not previously reported, hence the increase on previous years.

Our carbon footprint data is based on energy use, air conditioning, business travel (road, rail, air), waste and water.

Carbon footprint 2013/2014 – 2017/2018



Carbon emission sources (tCO₂e) 2017/2018



* Reported as zero

Waste management

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

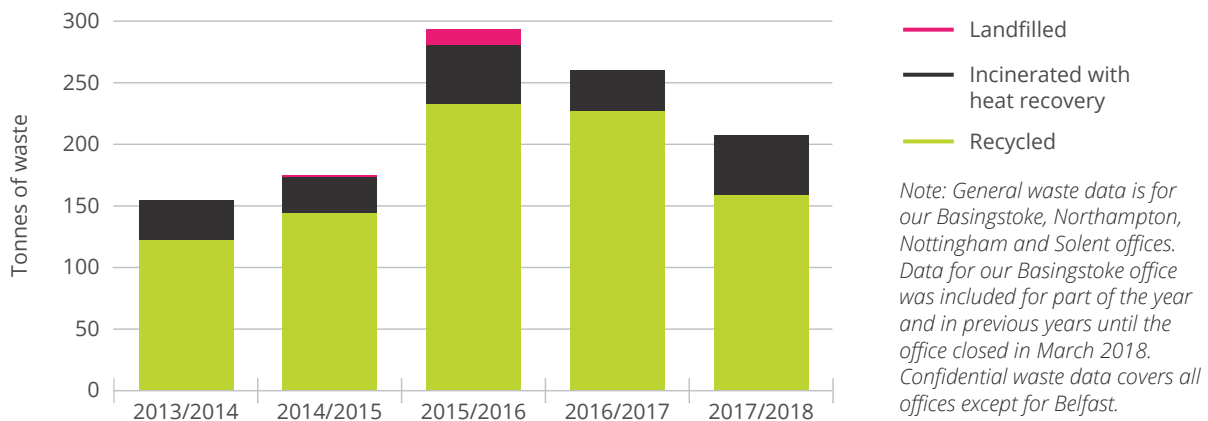
At our other offices (Belfast, Birmingham, Edinburgh, Leeds, London, Manchester, Milton Keynes, Nottingham and Thames Valley), the landlords are responsible for managing waste contracts. Here we work with landlords alongside other tenants to identify ways of better managing our waste.

We report data for waste produced in our Northampton, Nottingham and Solent offices as well as in our Basingstoke office until it closed in March 2018. In 2017/2018, these

offices produced 63.84 tonnes of general waste compared with 74.76 tonnes of waste produced in 2016/2017. Where we controlled such waste, 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 143.79 tonnes collected in 2017/2018. (Compared to 158.13 tonnes collected in 2016/2017.) The waste was shredded and recycled into the approximate equivalent of 171.7 tonnes of recycled fibre – tissue and toilet paper. By recycling confidential waste, 429.2 m³ of landfill space was avoided. We continue to focus effort to improve accuracy of recording waste.

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



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 Northampton (Lakes and Victoria House premises) and Solent.

OUR COMMUNITIES

We are committed to building and maintaining 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 CIP 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 are also a founding signatory of the Law Society Pro Bono Charter. (See the organisations we support section on [page 21](#) for details.) In September 2017, we published a [pro bono policy statement](#) highlighting our commitment to support organisations and individuals, to better understand their rights and gain access to justice. This was underpinned by an internal practice note setting out our requirements for the taking on and reporting of pro bono work.

Pro bono advice is undertaken as a consequence of approaches by organisations and individuals, via charity trustee roles, through legal adviser connections, by 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. 1,502 pro bono hours were recorded during 2017/2018, representing a 34.2% increase on the 1,119 hours recorded in 2016/2017. During 2018/2019, we will continue to encourage legal advisers to undertake appropriate work and publicise outcomes of support provided.

clinics supporting 30 clients on issues such as employment, consumer, landlord/tenant, personal injury, contract, claims, will and probate.



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 2017/2018, we supported four clinics advising on such issues as county court judgements, family law, property, tenancy and wills.
- **Business in the Community (BITC) ProHelp:** We have supported BITC's scheme in the West Midlands since 2006. This scheme secures free professional advice from companies for charities and social enterprises unable to afford advice. During 2017/2018, we provided client advice on using a shop unit as a community space, lease advice for a Community Interest Company (CIC), intellectual property advice for another CIC, and health and safety advice for a social enterprise.
- **LawWorks:** We support appointment-based pro bono clinics based on the LawWorks model in Thames Valley 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 9
- **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 26 clients at 9 monthly advice clinics on matters such as family, probate, employment, landlord and tenant and general civil matters.
- **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 2017/2018, real estate advice was provided to four charities advising on issues such as leases, property rights and securing long-term occupancy.
- In our Manchester office, our Family Law team provided monthly pro bono advice at the Manchester Free Legal Pro Bono Clinic at the Manchester Civil Justice Centre advising members of the public on family law issues and signposted to other services such as family mediation, social services, and domestic violence groups for example. Supervision was also provided to law students at the Manchester University Law Clinic.



Pro bono cost order awarded to the Access to Justice Foundation

'In June 2017, the Access to Justice Foundation received payment of a pro bono cost order¹ of £1,350 from a developer. Shoosmiths had been instructed by a parent and campaigner of the Save the Judith Kerr Primary School Green Space Campaign. The campaign, with the assistance of Shoosmiths, obtained planning permission for school use of the playgrounds which were threatened with development. The developer subsequently challenged the Friends' planning permission by bringing a judicial review. Shoosmiths took conduct of the litigation, co-operated with the local authority, Southwark, and instructed Admas Habteslasie of Landmark Chambers as pro bono counsel. Two separate High Court judges refused (12 April 2017 and 16 May 2017) to grant permission for a judicial review and the pro bono cost order was made against the developer.

The school can now use the playing fields for sports, play, outdoor classrooms and extra-curricular activities until at least 2062.'

Edward John, Partner, Shoosmiths LLP



Helping InnovateHer benefit from Shoosmiths' pro bono advice

'InnovateHer is a movement dedicated to giving girls aged 12-16 the self-belief and skills needed to pursue a career in technology. Working primarily in disadvantaged areas, they use industry role models, events and schools-based Academies to reverse gender inequality, improve digital skills and invest in the future of our young people.

Pro bono advice was given to InnovateHer to assist the organisation to protect its business and intellectual property rights arising through the services it commissions. Shoosmiths provided a precedent consultancy agreement which InnovateHer can use with the freelance industry tutors it engages with. The agreement ensures that all intellectual property rights created by freelance tutors in partnership with the team are assigned to InnovateHer on creation.

'Our Creative Industries team supports businesses working in the creative, digital and tech sectors. It was great to be able to assist InnovateHer in this matter and contribute to their wider mission to make a positive difference to the tech sector and achieve more equality in society generally.'

Carol Isherwood, Associate, Shoosmiths LLP

First-year trainees deliver sustainable development goals pro bono challenge



'Every year we issue a CR challenge to our first-year trainees and our 2017/2018 project was to instruct our trainees under appropriate supervision to provide legal advice to organisations that are addressing any of the global SDGs in the UK.

The 2030 Agenda for Sustainable Development is based on 17 global priorities for sustainable development to be achieved by 2030. Together, the global goals set out an ambitious agenda for a better world by 2030 – fairer, safer, healthier, more prosperous and in better balance with nature. The 17 goals and 169 targets are interdependent.

The goals are relevant to the UK and companies have a role to play, by tackling

¹ Section 194 of the Legal Services Act 2007 enables the recovery of legal costs in cases where the party was represented for free. If a civil case is won with pro bono help, costs can be ordered by the court, or included in settlements. These costs cover any period when free representation was provided, and the amount is based on what a paying client would recover.

negative impacts, achieving positive good and collaborating with other organisations to leverage change.

In addition to helping organisations unable to afford legal advice to progress their programmes, the pro bono challenge aimed to:

- *set our trainees on a path of providing legal advice to those in need throughout their careers, making effective use of the lawyer's unique skills;*
- *find opportunities for legal advisers across the firm to collaborate on specific projects; and*
- *further our efforts to raise awareness amongst staff of the goals, their relevance within UK society and the part the firm and individuals are able to play in the workplace and at home.*

During the challenge, advice included:

- *researching for the Renewal Trust, a Nottingham charitable trust which aims to stimulate enterprise and develop communities to relieve poverty in economically and socially deprived inner city areas. Research was undertaken concerning the legal framework, regulatory issues and risks regarding care initiatives that are destined to combat loneliness in the elderly of Nottingham;*
- *advising a homelessness-focused charity that will provide a formal agreement*

between the charity and its clients residing at its property;

- *drafting articles of association for a non-profit organisation promoting ethical business practice;*
- *producing a lease report on a charity's property to outline continuing lease obligations under the lease and in the future;*
- *commercial and intellectual property advice for a CIC;*
- *advice regarding a terminal schedule of dilapidations and landlord settlement advice;*
- *advice on negotiating and agreeing a lease of woodland to be used by the charity for recreational/educational purposes; and*
- *supporting existing pro bono clinics operated by Shoosmiths.*

Once again, our first-year trainee group have delivered a successful challenge, not just for the benefit of their own development, but for the development of others, for the benefit of the firm and our clients. We continually strive to develop the skills and qualities of our solicitors, whilst doing 'good', and this has been a great challenge to achieve all those goals.'

Samantha Hope, Graduate Recruitment Manager, Shoosmiths

Our local community partners

We fundraise for local charity partners as well as investing staff volunteering time in the local communities where our offices are based. Our CIP 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 Ben's Heroes Trust (until March 2018) in Basingstoke, Leukaemia and Lymphoma NI in Belfast, St. Mary's Hospice in Birmingham, Alzheimer Scotland in Edinburgh, Martin House in Leeds, ReachOut in London,

The Mustard Tree in Manchester, Milton Keynes Community Foundation in Milton Keynes, Northampton and District Mind in Northampton, Nottingham Women's Centre in Nottingham, The Society of St. James in Solent and Launchpad Reading in Thames Valley.

Following an Employee Forum recommendation in March 2018, we will be using the SDGs to provide local focus during 2018/2019. Each office has been invited to adopt one of the goals to frame its local CR action plan and in so doing help us to bring the goals to life amongst our staff.

Birmingham office partners with Birmingham St. Mary's Hospice



'Thank you to all the generous and big-hearted employees at Shoosmiths for your fantastic fundraising this year. We've really enjoyed working in partnership with the Birmingham office and, together, we've created lots of fun and inventive ways to support the Hospice.'

'Whether it's taking part in 'It's a Knockout', transforming our hospice garden into a Winter Wonderland at Christmas, or offering vital legal support to our charity shops, employees at Shoosmiths have helped local people with life-limiting illness get expert care and support whenever and wherever they need it.'

Charlotte Anson, Corporate Partnerships Manager, Birmingham St. Mary's Hospice



Nottingham Women's Centre
come on in





Nottingham office partners with the Nottingham Women's Centre

'Nottingham Women's Centre (NWC) was chosen by the office originally in 2016/2017 because of the breadth of service it provides to so many women in the area. Working with the charity not only highlighted the services provided to women to a whole new group of people, but we also felt that as a small group of people local to NWC, we could make a real difference in lots of ways which would not only have a positive impact on those who work and use the facilities within NWC but on our staff too.'

NWC were enthusiastic and keen to engage with us and there were opportunities for everyone to get involved if they chose to, whether it be hands-on or donating some money when we ran charity fundraising events in the office, which is really important for us when working with a charity and, because we felt we could continue to make a difference, we chose to continue to support NWC for a second year.

The most memorable project was the redecoration of two rooms at the Centre. We were delighted to be given such a project to work on – it's great to see something turn out so well and to know that the rooms will make such a difference to those using the spaces and everyone who worked on the project really enjoyed getting stuck in.

We've also been able to offer practical legal advice to women who use NWC, advice on lease queries and business continuity planning, invited the charity to use our meeting room space for meetings and also donated furniture and stationery supplies.

We are a generous community of people all with different strengths and talents to bring to our chosen charity, no matter how big or small that contribution is, it's very highly valued.

Whether it's getting involved in something like the decorating project, pulling together a lunchtime fundraising event, baking a

cake, coming up with a quiz etc., each event brings people together who may not always get the chance to work together, builds rapport, strengthens relationships, gives those helping out pride in what they're doing, an opportunity to learn a new skill/ gain confidence in something they want to know how to do, creates great teamwork and gives people an opportunity to help in many different ways.'

Diane Vickery, HR and Estates Manager, Shoosmiths LLP

'We are most grateful for the support received from Shoosmiths over the last couple of years. We were very lucky to be chosen as their charity of the year back in 2016 and again in 2017, during which time we've benefited tremendously from their financial support, the use of their meeting rooms for our staff away days, practical legal and other professional advice for both the Centre and the women accessing our services.'

In 2017/2018 specifically, Shoosmiths continued to support us financially and took on a project of redecorating two rooms at the Centre. A wonderful team of volunteers spent two days clearing out and then painting and decorating the previously neglected rooms. The rooms were transformed beyond recognition; now welcoming and warm, they provide the much-needed safe space for women. Thanks to Shoosmiths' support and generosity more women have been able to achieve great things.'

Aga Kelly, Communications and Partnerships Manager, Nottingham Women's Centre



Nottingham Women's Centre
come on in



Leeds office partners with Martin House

On behalf of all the children, young people and families at Martin House we would like to say a huge thank you to the team at Shoosmiths. Your support makes it possible for us to support children and young people with life-limiting conditions, along with their families, to live well and fully allowing us to provide the best possible end-of-life care and also support to the family in bereavement.'

Kyla de Lehenstein Collins, Partnerships Manager, Martin House



London office partners with ReachOut



'Everyone at ReachOut is so grateful to the staff at Shoosmiths. Your help makes it possible for us to change young people's lives through our character mentoring programmes, and we just couldn't do this work without people like you supporting our cause, championing us in the workplace and directly impacting our kids through volunteering. It makes a real difference to a small charity like ReachOut, and we can't say thank you enough for choosing us.'

Peter Blackwell, Chief Executive, ReachOut



Volunteering in the community

During 2017/2018, 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 2,182 hours; a 5.7% increase in volunteering hours recorded versus 2016/2017 (2,064 hours). We recognise there is great potential to increase this type of community investment as this equates to 1.3 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 into 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;
- careers fairs, advice on the world of work, CV and interview skills, career paths into law events at schools and colleges, e.g. for University of Birmingham School, Garforth Community College, University of Manchester and Milton Keynes Worktree Career 'WorkOut' schools programme;
- Christmas decorating for Birmingham Children's Hospital;

- food kitchen support, e.g. for the Northampton Hope Centre and café support for Age Concern;
- mentoring, e.g. the Girl's Network, Southampton, Prince's Trust; and BPP Access to Practice;
- painting and decorating, grounds improvements or litter clearance for Camp

- Mohawk, Chiltern Open Air Museum, Cruse, Warwick Academy, Summerfield Primary School and St Andrews Healthcare Hospital, Northampton;
- sporting challenges, e.g. the Seashell Trust, Shelter, the Sepsis Trust and Northampton Air Ambulance Trust; and
- trustee support for a number of charities.



A Northampton team of volunteers renovated the Warwick Academy Primary School's garden.



Colleagues competed in the Vertical Rush fundraising for Shelter at London's Tower 42.



Our Northampton office raised and donated £1,780 in July 2017 supporting the Northamptonshire Rotary Club Dragon Boat Race in aid of the Warwickshire and Northamptonshire Air Ambulance and other local charities supported by the Rotary Club.

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 client experience. 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

BAME Black, Asian and Minority Ethnic

BBL Birmingham Black Lawyers

BCP Business Continuity Plan

BITC Business in the Community

BREEAM Building Research Establishment Environmental Assessment Methodology

CAF Charities Aid Foundation

CIC Community Interest Company

CIP Shoosmiths' Community Investment Programme

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

EXCO Shoosmiths Executive Compliance Committee

FCA Financial Conduct Authority

FOS Financial Ombudsman Service

FSC Forest Stewardship Council

FSPA Federation of Sports and Play Associations (FSPA)

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

IiP Investors in People

IS Information Services

ISO International standards

kWh kilowatt hour

LCMS Learning Content Management System

LGBT Lesbian, Gay, Bisexual, and Transgender

LSA Legal Sustainability Alliance

MEES Minimum Energy Efficiency Standards

OHSAS Occupational Health and Safety Assessment

PEP profit per equity partner

Q & R Quality and Risk

RIDDOR Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

SDGs Sustainable Development Goals

SQE Solicitors Qualification Examination

SRA Solicitors Regulation Authority

SYSC FSA's Senior Management Arrangements, Systems and Controls

TCF Treating Customers Fairly

tCO2e tonnes CO2 equivalent

UKSSD UK Stakeholders for Sustainable Development

UN United Nations

WRULD Work Related Upper Limb Disorders

YPIl Young People in Law

APPENDICES



APPENDIX 1:

Progress against targets







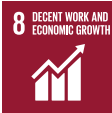



2017/2018 TARGETS












In line with our 2016/2019 business plan, we set 18 targets (3 marketplace, 5 workplace, 5 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 SDGs and 169 associated targets.

We delivered against 13 targets with 5 areas where we need to continue to focus attention.

Key:  – achieved  – in progress  – 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 2017/2018, 55 firm donations were provided to charities to support client activities. See also SHOUTback. 
 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 28 and 39 respectively. 
 Become a supporter of the UK Stakeholders for Sustainable Development.	See our organisations we support on page 22 . 
Objective Attracting, developing and retaining the best talent by reinforcing our values and providing a stimulating and rewarding work environment.	
 Achieve Investors in People platinum status during 2017 re-accreditation.	Gold status achieved during re-accreditation in August 2017. See our workplace section on page 29 for details. 
 Conduct regular engagement with staff on their contribution to the 2030 SDGs.	See our pro bono challenge section on page 48 for details. We also used Earth Hour Day 24 March 2018 to highlight SDG 13 and we have invited each office to adopt an SDG in 2018/2019. 

Objectives and targets	Performance and status	
 <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>	Ongoing long-term project.	IP
 <p>Develop a well-being policy and raise awareness of mental health and appropriate support.</p>	See our well-being section on page 38 for details.	✓
   <p>Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles.</p>	See our diversity and inclusion section on page 33 for details.	✓
<p>Objective Demonstrating high standards of environmental responsibility in all our operations and minimising the environmental impacts associated with our activities, products and services.</p>		
 <p>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.</p>	-11.28% decrease in electricity consumption at sites we controlled (+23.15% increase in electricity consumption across the estate).	✓
 <p>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.</p>	-46.24% decrease in gas consumption at sites we controlled.	✓
  <p>By the end of April 2018, transition 60% of our employees to agile working and convert 50% of our offices to support task working.</p>	36% of employees were agile working by the end of April 2018 and 45% of our offices had converted. See our agile working section for more details on page 40 .	X
 <p>Reduce printed page volumes by 5% 2017/2018 versus 2016/2017.</p>	-1.8% achieved which was lower than originally forecast due to the growth of the firm. However, on a like for like basis, the printed sheet consumption per fte per month reduced from 1,633 to 1,429, a 12.5% reduction.	IP
 <p>Using an external organisation, undertake a second-party audit of two offices to assess legislative and best practice compliance, identifying opportunities for improvement.</p>	Completed with site audits undertaken at our Edinburgh and Nottingham offices.	✓








Objectives and targets	Performance and status	
Objective Building and maintaining sustainable community relationships.		
  <p>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.</p>	<p>See our communities section on page 52.</p>	✓
 <p>Each office to support a local charity partner during 2017/2018.</p>	<p>See our communities section on page 49.</p>	✓
  <p>Consider potential for expanding formal pro bono services provided by legal advisers.</p>	<p>A planned service in Birmingham has been placed on hold and we hope to launch a pro bono service in Leeds in autumn 2018. Our first-year trainee challenge was focused on pro bono work, see our pro bono section on page 48.</p>	IP
 <p>Report on impacts of pro bono services provided by legal advisers.</p>	<p>See our communities section on page 46. Also achieved via SHOUTback and internal updates.</p>	✓
 <p>Explore opportunities to collaborate with third-sector organisations addressing one or more of the 2030 SDGs in the UK.</p>	<p>See our first-year trainee challenge in our pro bono legal advice section on page 48.</p>	✓








2018/2019 TARGETS

In line with our 2016/2019 business plan, we have set 19 targets (2 marketplace, 6 workplace, 6 environment, and 5 community). We have indicated where these align with the UN SDGs.



Targets	Related SDGs
<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 1st tier estates suppliers to highlight our CR policies and reporting and identify collaborative opportunities for environmental improvement during 2018/2019.</p>	
<p>Objective Attracting, developing and retaining the best talent by reinforcing our values and providing a stimulating and rewarding working environment.</p>	
<p>Conduct training and development of staff to ensure ongoing competency and provision of sound customer support and legal advice.</p>	  
<p>Conduct regular engagement with staff on their contribution to the 2030 SDGs.</p>	
<p>Progress integration of environmental management into an improved health and safety management system.</p>	
<p>Establish a mental health champion network across all offices.</p>	

Targets	Related SDGs
Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles.	  
Expand data published as part of gender pay gap reporting beyond the legal requirement, to include information on partners.	  
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 2018/2019 versus 2017/2018. 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 2018/2019 versus 2017/2018. Where we do not control the building, liaise with the landlord to identify opportunities to reduce gas consumption.	
Review potential to source electricity from renewable sources at sites under Shoosmiths' control subject to pricing objectives being satisfied.	 
By the end of April 2019, transition 80% of our employees to agile working and convert 60% of our offices to support task working.	 
Using an external organisation, conduct a second-party audit of two offices to assess legislative and best practice compliance, identifying opportunities for improvement.	
Trial introduction of office environmental champions to evaluate opportunities for local environmental attention and improvement including office recycling, single-use plastic and client-facing refreshments.	

Targets	Related SDGs
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.	 
Each office to support a local charity partner during 2018/2019.	
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 SDGs in the UK.	

APPENDIX 2:

CR performance data

OUR YEAR IN NUMBERS

Indicator	Unit	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Marketplace						
Revenue ¹	£ million	£93m	£102.6m	£107m	£116.7m	£128.5m
Profit ¹	£ million	£12.2m	£16.8m	£25.1m	£29.3m	£35.8m
Profit per equity partner (PEP)	£k	£290k	£416k	£365k	£366k	£434k
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)	1,613 (fte. 1507.7)
Total partners and partner equivalents ²	Number	136	143	142	185	187
Full-time employees ²	Number	1,129	1,119	1,162	1,262	1,282
Part-time employees ²	Number	298	326	347	337	331
Work shadowing placements	Number	59	76	85	67	40
Promotions						
Number of promotions	Number	77	108	142	108	124
Promotions at each grade						
Equity Partner	Number	2	3	5	7	9
Salaried Partner	Number	6	4	3	0	1
Senior Associate	Number	16	11	15	13	13
Associate	Number	17	20	23	22	8
Qualified Legal Adviser	Number	11	15	12	9	5
Non-qualified Legal Adviser/ Support	Number	25	55	84	57	88
Gender balance³						
Male employees	%	30.12	29.80	30.9	32.9	32.4
Female employees	%	69.88	70.20	69.1	67.1	67.6
Disability						
Disabled employees	%	1.62	2.12	2.2	3.0	8.6
Not disabled ⁴	%	0.15	0.08	7.9	13.2	0.8
Not reported ⁴	%	98.23	97.8	89.9	83.8	90.6
Ethnicity						
White/European	%	88.07	88.29	86.9	85.7	76.5
African Caribbean	%	1.03	0.81	1.0	1.25	0.8
African	%	0.74	0.66	0.7	0.75	0.7
Asian	%	5.52	5.86	6.8	6.56	6.5
Chinese	%	0.44	0.44	0.4	0.43	0.4
Other	%	2.43	2.20	2.1	2.5	5.8
Unknown or not reported	%	1.77	1.74	2.1	2.81	9.3

Indicator	Unit	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Sexual orientation						
Heterosexual	%	74.15	76.71	78.9	81.7	81.9
Lesbian, gay, or bisexual	%	1.55	1.54	1.9	2.4	2.7
Unknown or not reported	%	24.30	21.75	19.2	15.9	15.4
Age						
Under 25	%	14.95	16.15	17.8	17.1	16.3
26-30	%	16.79	17.33	16.4	16.8	17.6
31-35	%	18.63	16.86	15.2	13.6	13.5
36-40	%	13.62	13.54	10.5	13.8	13.1
41-45	%	11.12	11.33	13.7	11.6	12.0
46-50	%	10.31	10.04	10.7	10.5	10.2
51-55	%	6.41	6.75	7.6	8.2	8.3
56-60	%	4.49	4.70	4.8	5.1	5.8
61-65	%	2.87	2.46	2.3	2.3	2.3
66-70	%	0.74	0.77	0.7	0.8	0.8
71+	%	0.07	0.07	0.3	0.2	0.1
Religion/belief						
Buddhist	%	0	0	0	0	0
Christian	%	41.02	43.12	40.7	37.9	14.7
Hindu	%	1.70	1.61	1.6	1.8	0.2
Jewish	%	0.29	0.15	0.3	0.4	0.1
Muslim	%	1.84	2.12	2.7	2.5	0.4
Sikh	%	1.10	1.46	1.8	1.5	0.3
No religion	%	14.21	14.50	15.8	18.8	4.2
Other	%	0	0.07	0.1	1.5	0.2
Unknown or not reported	%	39.84	36.97	37	35.6	79.9
Socio-economic background: higher education						
First-generation university graduate	%	4.86	5.28	4.7	6	6.3
Did not attend university	%	6.92	8.27	6.6	8.9	8.6
Unknown or not reported	%	88.22	86.45	88.7	85.1	85.1
Socio-economic background: school						
Fee-paying school	%	0.74	2.71	2	2.8	2.7
State school	%	2.06	10.15	8.8	11.7	12.2
Unknown or not reported	%	97.2	87.14	89.2	85.5	85.1

Indicator	Unit	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Health and safety						
RIDDOR injuries or incidents ⁵	Number	2	2	0	0	0
Environment						
Carbon footprint	Tonnes CO ₂ e	2,624	2,584	2,318 ⁶	2,194	2,714 ⁷
Carbon footprint per employee (fte) ⁸	Tonnes CO ₂ e	1.98 ⁸	1.94	1.67	1.47	1.80
Electricity consumption	kWh	3,651,678	3,832,440.8	3,644,301	3,922,029 ⁹	4,829,892
Gas consumption	kWh	1,441,788	1,406,089	1,545,638	1,292,630	694,837
General waste generated (Basingstoke until March 2018, Northampton, Nottingham and Solent offices)	Tonnes	123.33	57.63	96.64	74.76	63.84
General waste recycled	%	39.39	45	87	20.63	15.93
Confidential waste collected and recycled	Tonnes	47	73.54	154.02	158.13	143.79
Recycled archive waste ¹⁰	Tonnes	51.26	43.71	41.30	52.8	0
Water consumption (Northampton and Solent offices) ¹¹	Cubic metres	Not reported	Not reported	5,933.46	6,400.89	4,693.80
Community						
Number of colleague pro bono hours	Hours	919	928	1,176	1,119	1,502
Number of colleague volunteering hours	Hours	1,017	1,210	1,818	2,064	2,182
Total colleague pro bono and volunteering hours	Hours	1,936	2,138	2,994	3,183	3,684

1 For the year ending 30 April 2018.

2 As at 30 April 2018.

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.

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 Carbon footprint data 2017/2018 is based on energy use, air conditioning, business travel (road, rail, air), waste and water with 2017/2018 data calculated by Achill Management.

8 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.

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

10 No archive waste disposals or destruction was undertaken during 2017/2018.

11 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 Global 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>1.4 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. 46 ■ Partner with local community organisations with staff providing support regarding education, skills-based training and employability skills. 46 ■ Treat customers fairly and with consideration of vulnerable clients' needs. 27 ■ Diversity and inclusion strategy. 33 ■ Benefits provided to staff. 33 ■ Shoosmiths' supplier code of conduct includes human rights and labour conditions and engagement programme regarding slavery and trafficking. 18 ■ 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. 62 ■ Target: Consider potential for expanding formal pro bono services provision by supporting appropriate schemes. 62 	
3. Good health and well-being: Ensure healthy lives and promote well-being for all at all ages.		
 <p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.</p> <p>3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.</p>	<ul style="list-style-type: none"> ■ Our approach to occupational health, safety, work-life balance and well-being in the workplace. 35 ■ Driving and vehicle safety awareness briefings and driver training programme. 43 ■ 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. 49 ■ Signatory of Time to Change, an anti-discrimination initiative founded by mental health charities Mind and Rethink Mental Illness. 38 ■ Target: Progress integration of environmental management into an improved health and safety management system. 60 ■ Target: Establish a mental health champion across all offices. 60 	


SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
4. Quality education: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.		
 <p>4.4 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"> ■ 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 ■ Early careers programme. 30 ■ Donation of used IT equipment to Computer Aid International, a charity that helps disadvantaged communities to access digital equipment that will improve their lives. 41 ■ Target: Conduct training and development of staff to ensure ongoing competency and provision of sound customer support and legal advice. 60 	
5. Gender equality: Achieve gender equality and empower all women and girls.		
 <p>5.1 End all forms of discrimination against all women and girls everywhere.</p> <p>5.2 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>5.5 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>	<ul style="list-style-type: none"> ■ Legal advice provision on discrimination, equal pay, equality and diversity matters. 26 ■ Our policy, procedures, approach, training and targets in relation to workplace, diversity and inclusion. 33 ■ Shoosmiths' supplier code of conduct. 18 ■ Shoosmiths' slavery and human trafficking statement. 28 ■ Founding signatory of the Law Society's Diversity and Inclusion Charter. 21 ■ Sponsor of Aspiring Solicitors which aims to widen access to a career in law. 32 ■ Nottingham Women's Centre, selected as Nottingham office charity partner 2016/2018. 51 ■ Target: Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles. 61 ■ Target: Expand data published as part of gender pay gap reporting beyond the legal requirement, to include information on partners. 61 	

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>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.</p>	<ul style="list-style-type: none"> ■ Legal advice provision on renewable energy matters. – ■ Target: Review potential to source electricity from renewable sources at sites under Shoosmiths' control subject to pricing objectives being satisfied. 61 	
8. Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.		
 <p>8.5 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>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.</p> <p>8.7 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>8.8 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. 26 ■ Our workplace policies, procedures and approach and targets in relation to equal opportunities, diversity and inclusion. 33 ■ Partnerships with organisations such as Aspiring Solicitors and ReachOut. 32 ■ Signatory of UN Global Compact and member of UK Network Modern Slavery Working Group. 22 ■ Shoosmiths' supplier code of conduct. 18 ■ Shoosmiths' slavery and human trafficking statement. 28 ■ Our occupational health and safety management system including accident data reporting. 35 ■ Target: Conduct training and development of staff to ensure ongoing competency and provision of sound customer support and legal advice. 60 ■ Target: Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles. 61 ■ Target: Expand data published as part of gender pay gap reporting beyond the legal requirement, to include information on partners. 61 	

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
10. Reduced inequalities: Reduce inequality within and among countries.		
	<p>10.2 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>10.3 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. 26 ■ Legal advice provision on a pro bono basis to individuals and organisations unable to afford legal advice. 46 ■ Our policy, procedures, approach and disclosure in relation to diversity and inclusion. 33 ■ Gender pay gap data reporting. 34 ■ Target: Continue to develop our work on diversity and inclusion including addressing the gender imbalance in senior roles. 61 ■ Target: Expand data published as part of gender pay gap reporting beyond the legal requirement, to include information on partners. 61
11. Sustainable cities and communities: Make cities and human settlements inclusive, safe, resilient and sustainable.		
	<p>11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.</p> <p>11.2 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. 49

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
12. Responsible consumption and production: Ensure sustainable consumption and production patterns.		
 <p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and re-use.</p> <p>12.6 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. 39 ■ Annual CR report includes sustainability practices, data and targets. 57 ■ Target: By the end of April 2019, transition 80% of our employees to agile working and convert 60% of our offices to agile working. 61 ■ Target: Using an external organisation, conduct a second-party audit of two offices to assess legislative and best practice compliance, identifying opportunities for improvement. 61 ■ Target: Trial introduction of office environmental champions to evaluate opportunities for local environmental attention and improvement including office recycling, single-use plastic and client-facing refreshments. 61 	
13. Climate action: Take urgent action to combat climate change and its impacts.		
 <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <p>13.3 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. - ■ Target: At sites where we control building energy use, reduce electricity consumption by 3% in 2018/2019 versus 2017/2018. Where we do not control the building, liaise with the landlord to identify opportunities to reduce electricity consumption. 61 ■ Target: At sites where we control building energy use, reduce gas consumption by 3% in 2018/2019 versus 2017/2018. Where we do not control the building, liaise with the landlord to identify opportunities to reduce gas consumption. 61 ■ Target: Review potential to source electricity from renewable sources at sites under Shoosmiths' control subject to pricing objectives being satisfied. 61 ■ Target: By the end of April 2019, transition 80% of our employees to agile working and convert 60% of our offices to support task working. 61 	

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
15. Life on land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.		
 <p>15.2 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 FSC-certified stationery. 	<p>40</p>
16. Peace, justice and strong institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.		
 <p>16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children.</p> <p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice to all.</p> <p>16.5 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. 25 ■ Shoosmiths' supplier code of conduct. 18 ■ Shoosmiths' slavery and human trafficking statement. 28 ■ Provision of legal advice on a pro bono basis to individuals and organisations unable to afford legal advice. 46 ■ Zero tolerance approach to bribery and corruption. 18 ■ Target: Conduct training and development of staff to ensure ongoing competency and provision of sound customer support and legal advice. 60 ■ Target: Consider potential for expanding formal pro bono services provision by supporting appropriate schemes. 62 ■ Target: Report on impacts of pro bono services provided by legal advisers. 62 	

SDGs and targets	Shoosmiths' approach aligned with advancing SDGs and targets	Pages
17. Partnerships for the goals: Strengthen the means of implementation and revitalise the global partnership for sustainable development.		
 <p>17.1 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.</p>	<ul style="list-style-type: none"> ■ Target: Engage with our key clients to identify joint opportunities that support our respective CR aspirations. 60 ■ Target: Engage with our 1st tier estates suppliers to highlight our CR policies and reporting and identify collaborative opportunities for environmental improvement during 2018/2019. 60 ■ Target: Conduct regular engagement with staff on their contribution to the 2030 SDGs. 60 ■ 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. 62 ■ Target: Each office to support a local charity partner during 2018/2019. 62 ■ Target: Explore opportunities to collaborate with third-sector organisations, addressing one or more of the 2030 SDGs in the UK. 62 	

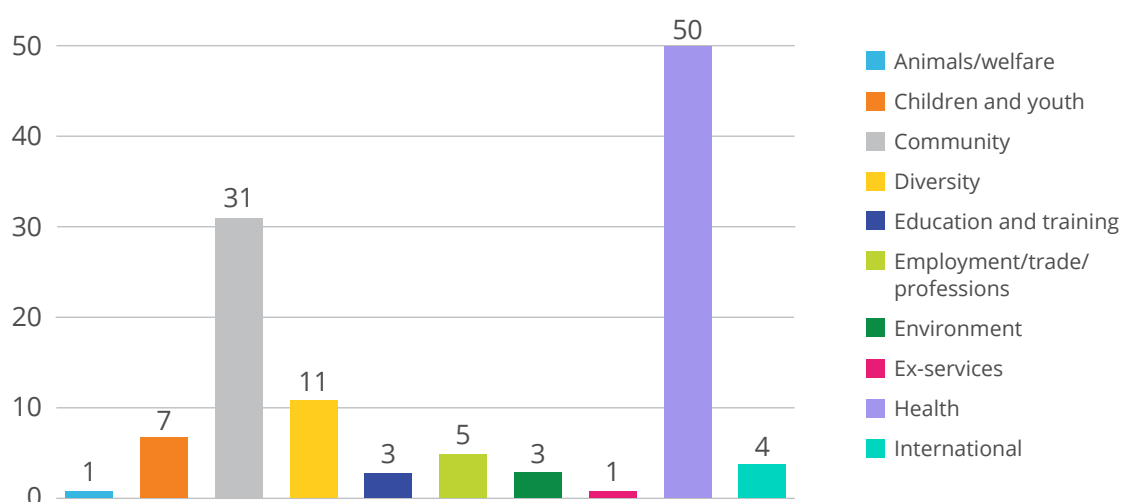
APPENDIX 4:

Organisations and programmes supported by Shoosmiths 2017/2018

116 organisations were supported via national or office fundraising donations, volunteering or in-kind support during 2017/2018. **£211,345.90** was raised for these organisations through staff fundraising and firm donations.

In the communities section of our report, on [page 46](#), you will also find details of some of the charities and community organisations we advised through the provision of pro bono legal advice and were assisted via staff volunteering support.

Range of organisations supported nationally/locally 2017/2018 by theme



Organisation	Activity/Outcome for organisation
Abbie's Army is a children's Diffuse Intrinsic Pontine Glioma (DIPG) brain tumour research charity. It aims to raise awareness and funding for DIPG research and provide practical advice and support.	Our Solent office made a £100 donation in March 2018.
Active Working CIC's focus is to reduce excessive and prolonged sitting in the workplace. It runs for example Get Standing™ campaigns in the UK and other countries.	Via our office health and safety teams, we shared the benefits of change of posture and movement and highlighted the Get Britain Standing campaign in April 2018.

Organisation	Activity/Outcome for organisation
<p>Alzheimer Scotland offers services for people affected by dementia in Scotland. It makes sure nobody faces dementia alone offering personalised support services, community activities, information and advice at every stage of the dementia journey.</p>	<p>Our Edinburgh office selected Alzheimer Scotland as its office charity partner and beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2017/2018, raising and donating £4,196.80. Activities included bakes sales, festive themed fundraising activities and a charity quiz planned for early May 2018.</p>
<p>Aspiring Solicitors is an organisation committed to ensuring that the most talented candidates with the greatest potential as lawyers maximise their chances of success.</p>	<p>Shoosmiths has been a partner of Aspiring Solicitors since November 2016. See our trainee programme section page 32 for more details.</p>
<p>Ben's Heroes Trust is a children's charity providing financial aid and support for children with cancer to access treatments not available on the NHS.</p>	<p>Our Basingstoke office selected Ben's Heroes Trust as its office charity partner and beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2017/2018 raising and donating £6,956.92.</p>
<p>Besom charity aims to sweep away suffering by providing a bridge between those who want to give time, money, things or skills to those in need.</p>	<p>Our Basingstoke office donated three hampers of Christmas food items in December 2017 following a request for help from Basingstoke foodbank.</p>
<p>Birmingham Black Lawyers (BBL) is about embracing diversity within the Birmingham legal community.</p>	<p>Our Birmingham office hosted an insight event in February 2018 for BBL's student members, with a view to encouraging a higher number of applications for the firm's vacation scheme and training contracts from BAME candidates. Several short work experience days were subsequently offered to students following the event.</p>
<p>Birmingham St. Mary's Hospice provides end of life care and support to people across Birmingham and Sandwell. It cares for individuals in its hospice in Selly Oak, as well as in people's own homes and in community locations. It aims to give individuals more choice at the end of their life and provide services whenever and wherever they need them.</p>	<p>Our Birmingham office selected Birmingham St. Mary's Hospice as its office charity partner and beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2017/2018, raising and donating £18,010.12. Activities included planning of an office-wide 'It's a Knockout' fundraising competition for early May 2018. Office personal storage units were also donated to the charity.</p>
<p>Brainwave is a charity concerned with cerebral palsy, autism and developmental delay in children. It is a former Shoosmiths national charity partner.</p>	<p>Our Manchester office took part in the annual corporate duck race at Spinningfields Easter Duck Race in April 2018, donating £250.</p>
<p>Breast Cancer Care provides support for people living with and beyond breast cancer.</p>	<p>Our Basingstoke office raised £113 for Breast Cancer Care in October 2017 during Breast Cancer Awareness month.</p>

Organisation	Activity/Outcome for organisation
Breast Cancer Haven offers emotional, physical and practical support to anyone affected by breast cancer from its centres across the country.	Our Solent office raised £83.20 in December 2017.
Breast Cancer Now is the UK's largest breast cancer charity.	Our Milton Keynes office selected Breast Cancer Now as its office charity partner in October 2017, raising and donating £306.26.
Brewin's Stroke Group, Northampton, is part of a network of stroke groups providing a variety of support options, including advice, activities and companionship.	A £1,000 donation was made in August 2017.
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 Northampton office selected the British Heart Foundation as its office charity partner in July 2017 raising and donating £902.65. Colleagues also took part in the 'Bag it Beat it' campaign donating bags of items for local stores.
British Red Cross helps millions of people in the UK and around the world get the support they need if crisis strikes.	Tragic events in Manchester and London led to several offices raising funds for the British Red Cross Manchester and UK-wide appeals and a firm contribution. £3,702.86 was raised and donated.
Business in the Community (BITC) is the Prince's Responsible Business Network. Members work together to tackle a 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 the West Midlands ProHelp programme. Supported events included speaking at and hosting a slavery and human trafficking workshop in Nottingham and hosting BITC meetings in several offices.
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 learning and development section on page 35 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 October 2017.
Cancer Research UK funds scientists, doctors and nurses to help beat cancer sooner. It also provides cancer information to the public.	Our Nottingham office hosted a meeting for the charity's UK Events team in October 2017.

Organisation	Activity/Outcome for organisation
Central and East Northamptonshire Citizens Advice provides advice to people on a wide range of problems.	Our Northampton office has provided pro bono services since November 2011 via a monthly appointment-based pro bono clinic operated in conjunction with the University of Northampton School of Law.
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 (£2,309.24 donated to 13 charities in 2017/2018). Shoosmiths also participated in the #Giving Tuesday campaign on Tuesday 28 November 2017 by organising a firm-wide silent auction raising funds for 12 charity partners.
Charlie's Beach Hut operates a beach hut-style caravan in Perranporth providing a relaxing environment for families of children with life-limiting illnesses and families of fire-fighters that have suffered bereavement, or life-changing injury whilst in the line of duty.	Our Solent office made a £100 donation in March 2018.
Children in Need charity raises funds to relieve need, hardship, sickness, handicap and distress amongst children and young persons.	Our Solent and Thames Valley offices raised £216.11 in November 2017.
Children's Heart Surgery Fund supports children and adults with congenital heart disease.	Our Solent office made a £100 donation in March 2018.
Citizens Advice Basingstoke and Tadley provides professional advice to local people and families.	In 2017/2018, our Basingstoke office continued to provide support for pro bono clinics with attendance at four clinics.
Citizens:MK is an alliance of community groups working together for a fairer Milton Keynes.	Our 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. This culminated in staff volunteering alongside pupils from the school to clear litter near the school.
Citizenship Foundation enables a greater number of young citizens to participate actively in society by equipping children and young people to make a positive difference to the society in which they live – locally, nationally and globally.	Our Birmingham office hosted a mock trial conference in November 2017.
City Legal Sector Diversity and Inclusion Forum provides an opportunity to share good practice across the sector.	We participate in the network to share best practice across the sector.

Organisation	Activity/Outcome for organisation
CommuniCare is a support centre in East 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 operated in conjunction with the University of Reading School of Law.
Computer Aid International charity takes used IT equipment and sends it to disadvantaged communities across the world.	In 2017/2018, 237 items were sent to India, Africa and the UK for re-use and 209 items were recycled. See our environment section on page 41 for more details.
The Countess of Brecknock Hospice Trust is a specialist palliative care unit, within Andover War Memorial Trust.	Our Solent office made a £100 donation in March 2018.
Cruse Bereavement Care charity is the leading national charity for bereaved people in England, Wales and Northern Ireland. It offers support, advice and information to children, young people and adults when someone dies and works to enhance society's care of bereaved people.	Our Birmingham office raised £286.87 July 2017 from an Access Legal Solicitors clinical negligence team-organised lunch. In October 2017 the office also hosted the charity's Annual Business Meeting. In the same month, the Birmingham clinical negligence team undertook a makeover of the charity's Birmingham office.
CSR Legal Network is a forum for CSR professionals in the legal sector.	Shoosmiths has been a member since September 2010.
Cynthia Spencer Hospice provides specialist palliative care services for the South Northamptonshire area.	Our Northampton office selected the Cynthia Spencer Hospice as its office charity partner in January 2018, raising and donating £900.
Disaster Emergency Committee is an umbrella organisation which launches and co-ordinates responses to major disasters overseas.	A £300 firm donation was made in May 2017 to the East Africa Appeal launched to help 19 million people urgently needing food, water, or medical treatment.
Emmanuel House has supported homeless and vulnerable adults in Nottingham for over 40 years. It also provides support services, including tenancies, benefits, mental health support, training and workshops, drug and alcohol support, a daily nurse and a programme of social activities.	Our Nottingham office organised a Reverse Advent Calendar in December 2017 with seven festive boxes delivered to the centre.
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.	In November 2017 our Birmingham office accepted the Accumulator Challenge to raise as much as money as possible in 30 days. Access Legal Solicitors also co-sponsored the Challenge. £742.50 was raised towards the charity's £14,000 total. Our efforts led to being awarded the Inspirational Team award in January 2018.

Organisation	Activity/Outcome for organisation
Ethical Reading is a not-for-profit social enterprise with a mission to help embed ethics into the way people live and work in Reading.	Shoosmiths helped to sponsor the launch event in January 2018 and became a founding partner in February 2018. We have also provided pro bono corporate and commercial legal advice.
Forces in the Community is a Nottingham-based charity which supports ex-service personnel and their families to reach their full potential. It delivers tailored employment guidance, housing advice, mental health support, and provides a supportive environment in which to develop. The charity supports clients and their families who are often disadvantaged and at a point of crisis in their lives.	Our Northampton office selected Forces in the Community as its office charity partner in November 2017, raising and donating £634.80.
Foundation for Social Improvement provides learning and fundraising opportunities for small charities to enable them to be more efficient, effective and accountable to develop a more sustainable small charity sector in the UK.	In 20 June 2017, we participated in the charity's Big Advice Day, which took place during Small Charities Week.
Framework is a charity and housing association dedicated to helping homeless people, preventing homelessness and promoting opportunities for vulnerable and excluded people throughout the East Midlands. The charity helps more than 11,000 people every year.	Our Nottingham office raised £140 in February 2018 by organising a 'Shoo-p' Kitchen fundraiser.
GambleAware aims to promote responsibility in gambling. It provides information to help people make informed decisions about gambling, and where to go for further information, help and support.	GambleAware hosted a talk and training session for staff in November 2017 to recognise signs of gambling addiction during customer calls as well as advice on places customers can be signposted to for help and advice.
The Girls' Network aims 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.	13 Solent colleagues completed mentoring students from Horndean Technology College during the 2017/2018 academic year, providing guidance and support at monthly office sessions on CV writing and confidence-building skills.
Guide Dogs will not rest until people who are blind or partially sighted can enjoy the same freedom of movement as everyone else.	Shoosmiths' second named puppy, Aster, visited the Thames Valley office in June 2017. A third named puppy, Lola, was born September 2017.
Harbour Cancer Support provides practical and emotional support for anyone affected by cancer across Hampshire.	Our Solent office made a £100 donation in March 2018.

Organisation	Activity/Outcome for organisation
<p>High Close School Wokingham is a day and residential school supporting and educating children with learning and behavioural challenges and those with special needs.</p>	<p>Our Thames Valley office donated more than 50 Christmas toy donations in December 2017.</p>
<p>International Women's Day is a global day celebrating the social, economic, cultural and political achievements of women. It takes place on March 8.</p>	<p>Offices celebrated the day including a number of LeanIn events in our Birmingham, London, Northampton, Nottingham, Solent and Thames Valley offices. Activities included coffee morning fundraising for the Nottingham Women's Centre charity, discussions on equality issues and exploring ideas for future events.</p>
<p>Investors in People reflects the very best in people management excellence and is based on nine indicators underpinned by the three themes: Leading, Improving and Supporting.</p>	<p>Shoosmiths was re-accredited to Gold Standard status in August 2017. See our workplace section page 29 for more detail.</p>
<p>Launchpad charity helps some of Reading's most vulnerable and disadvantaged people to turn their lives around and fulfil their potential. It provides three services: housing with support, preventing homelessness and a drop-in service.</p>	<p>Our Thames Valley office selected Launchpad as its office charity partner and beneficiary of Pennies from Heaven coin collection scheme and firm-wide silent auction in 2017/2018, raising and donating £8,444.03.</p>
<p>LawCare promotes and supports good mental health and well-being in the legal community.</p>	<p>The work of the charity and how it can help was highlighted to staff during National Work Life Week in October 2017 and Time to Talk Day on 1 February 2018.</p>
<p>LawWorks works in England and Wales to connect volunteer lawyers with people in need of legal advice.</p>	<p>Shoosmiths has been a member of LawWorks since 2009. We support pro bono clinics operating to LawWorks' clinics models. Our Real Estate Division supports the LawWorks Not-For-Profit Programme whereby small not-for-profit organisations are provided with legal advice on a pro bono basis.</p>
<p>The Law Society is the representative body for solicitors in England and Wales.</p>	<p>Founding signatory 2009 of the Diversity and Inclusion Charter. Founding signatory November 2016 of the Pro Bono Charter.</p>
<p>The Legal Sustainability Alliance (LSA) is an inclusive movement of law firms and related organisations committed to working collaboratively to take action to improve the environmental sustainability of their operations and activities.</p>	<p>Pioneer member in December 2008, signatory to the seven climate change principles and submission provided to the 2018 Carbon Report.</p>
<p>The Lewis Foundation provides items for cancer patients at the Northampton General Hospital which it feels would benefit patients and their families.</p>	<p>Our Northampton office selected the Lewis Foundation as its office charity partner in December 2017, raising and donating £1,684.84.</p>

Organisation	Activity/Outcome for organisation
Leukaemia and Lymphoma NI funds research into the causes and cures of leukaemia, lymphoma and myeloma in Northern Ireland.	Our Belfast office selected Leukaemia and Lymphoma Trust NI as its office charity partner and beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2017/2018, raising and donating £2,400.
London Business School Institute of Innovation and Entrepreneurship – the Institute for tomorrow’s great ideas and leaders – aims to enable businesses to recognise and grasp opportunities. It equips current and future leaders with the tools and insights to encourage and channel entrepreneurial initiative, and thus to innovate and prosper.	Shoosmiths became the legal partner to the London Business School programme with the launch event taking place in the London office in September 2017.
London Legal Support Trust raises funds for free legal advice services in London and the South East.	Our Thames Valley office took part in the Reading Legal Walk in September 2017, raising £50.
Macmillan Cancer Support provides practical, medical and financial support, and pushes for better cancer care. It is a former Shoosmiths national charity partner.	Our Birmingham, Manchester, Northampton, Solent and Thames Valley offices raised and donated £3,033.67 in September 2017 supporting the World’s Biggest Coffee Morning.
Martin House charity provides family-led care for children with life-threatening conditions. It is a place where children, young people and their families can come to stay and find support, rest and practical help.	Our Leeds office selected Martin House as its office charity partner and beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2017/2018, raising and donating £3,149.49.
The Mental Health Foundation is committed to good mental health for all and believes the social challenge of our time is to reverse the growing level of mental ill health.	In July 2017, we partnered with the Mental Health Foundation’s mindfulness programme and provided staff with the opportunity to access an online course produced by Wellmind Media in conjunction with the Mental Health Foundation. The course is part of the Be Mindful initiative to raise public awareness of mindfulness and improve the availability of mindfulness training. We also provided a dedicated mindfulness page on our intranet for staff to access other useful resources.
Mesothelioma UK Charitable Trust is a national resource centre dedicated to providing free specialist support and improved care and treatment.	Our Northampton office selected Mesothelioma UK as its office charity partner in August 2017, raising and donating £1,122.10.
Midland Legal Support Trust aims to improve access to justice for the most vulnerable in society.	Northampton colleagues took part in the Northampton Legal Walk in April 2018. £250 was raised and donated.

Organisation	Activity/Outcome for organisation
<p>Milton Keynes Community Foundation is the leading grant-making charity in Milton Keynes. It connects people and resources to projects and ideas to create positive change in the community.</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 and the firm-wide silent auction. We contributed to a number of projects totalling £5,027 in 2017/2018:</p> <p>MK Gallery: £4,000 was donated to MK Gallery on 17th October 2017 to fund Art and Us, a new programme of stimulating and enjoyable art activities for families with children aged five plus with complex needs. Funding helped to develop the expertise, confidence and capacity of the MK Gallery learning team and Associate Artists to deliver a stimulating, challenging and enjoyable programme of art explorations and activities engaging families with a child or children with a physical or learning disability.</p> <p>Awake to Know Africa: £477.00 was donated to Awake to Know Africa on 22 January 2018 towards an event to showcase the talents of local young people to connect communities, sharing and celebrating different cultures, creating important opportunity for people to meet and make lasting connections.</p> <p>Truby's Garden Tea Room: £550.00 was donated towards the Great Iftar Get Together on 17 April 2018, which invited people from a variety of backgrounds together for the opening of the fast during Ramadan, promoting dialogue across faith and cultural groups to build trust and cohesion within the Milton Keynes community.</p>
<p>Milton Keynes Council.</p>	<p>Our Milton Keynes office donated three sacks of presents to the Milton Keynes Council Bauble Appeal. In March 2018, Milton Keynes colleagues donated 70 Easter eggs to children in care.</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 been a supporter of Time to Change since January 2017. The campaign is 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 well-being section on page 38 for details of our supporting activities.</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>

Organisation	Activity/Outcome for organisation
<p>Motor Neurone Disease Association is dedicated to improving care and support for people affected by motor neurone disease, funding and improving research, and campaigning and raising awareness so that the needs of people with the condition are addressed by society.</p>	<p>Our Northampton office selected the Motor Neurone Disease Association as its office charity partner in October 2017, raising and donating £694.28.</p>
<p>Movember Foundation addresses some of the biggest health issues faced by men: prostate cancer, testicular cancer, and mental health and suicide prevention.</p>	<p>Our Milton Keynes office selected Movember Foundation as its office charity partner in November 2017, raising and donating £147.88.</p>
<p>The Mustard Tree charity operates across Greater Manchester, providing food, clothing, furniture and training for individuals in need. Its beneficiaries include those experiencing or at risk of homelessness, those recovering from addictions, ex-offenders, refugees, asylum seekers and those with mental health issues. Mustard Tree's programmes help people re-find their confidence, motivation and employment.</p>	<p>Our Manchester office selected the Mustard Tree as its office charity partner and beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2017/2018, raising and donating £7,356.55.</p>
<p>The National Autistic Society provides information, support and pioneering services and campaigns for a better world for autistic people.</p>	<p>In April 2018, our Milton Keynes office hosted an education law day surgery in conjunction with the Milton Keynes branch of the National Autistic Society. Access Legal Solicitors provided advice about their rights to Special Education Needs. Our Solent office made a £100 donation in March 2018.</p>
<p>National Institute of Conductive Education (NICE) improves health and social care through evidence-based guidance.</p>	<p>In October 2017, Access Legal Solicitors attended and contributed to the charity's 'Red Boots Ball' which raised £34,000 to help continue the work of teaching children and adults with neurological movement disorders to gain greater control of their bodies. Our Birmingham office hosted a reception on 28 February 2018 for the charity to highlight the work it has been undertaking during the past year. Access Legal Solicitors gave a talk highlighting cases where children and adults have benefited from intervention by NICE. Access Legal Solicitors also visited NICE on several occasions to deliver seminars to parents to better inform them of their legal rights. We were also able to help families more directly through individual instructions and secured placements at the expense of the council at the Red Boots School. £264.41 was also raised in July 2017.</p>

Organisation	Activity/Outcome for organisation
National Work Life Week took place over 2–6 October 2017, providing an opportunity for employers and employees to focus on well-being at work and work-life balance while also raising awareness of some of the initiatives already in place to support this.	To support the week, we published intranet articles on the employee assistance programme, made support available via LawCare, published our policies to balance work-life, gave an introduction to resilience and an interview with a partner who explained his experience of shared parental leave.
Northampton and District Mind charity offers support to anyone who faces mental health challenges, promoting and supporting good mental health within the areas of Northampton, Brackley, Towcester, and South Northants.	Our Northampton office selected Northampton and District Mind as its office charity partner in February 2018 to coincide with Time to Talk Day on 1 February. The charity was also a recipient of Pennies from Heaven salary pennies during 2017/2018. £3,264.21 was raised and donated.
Northampton General Hospital.	Our Northampton office supported the hospital's volunteer library service by staff donating two boxes of books plus a £200 Northampton donation in May 2017.
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.	Our Northampton office donated £1,000 in February 2018.
Northamptonshire Association of Youth Clubs aims to help and educate young people to develop their physical, mental and spiritual capacities that they may grow to full maturity as individuals and as members of society.	In March 2018, our Northampton office donated £300 towards its Emerging Leaders project. The donation will enable three young people from disadvantaged backgrounds to take part in this course and develop their skills.
Northamptonshire County Council.	Christmas gifts (via the Christmas Bauble Appeal) were donated by colleagues for distribution to disadvantaged children in the county. 460 Easter eggs were also 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 offering a helping hand to those homeless and less fortunate in the Northampton area. Supporters help by collecting donations from the public and redistributing them to those in need.	Our Northampton office donated £1,002 worth of goods in March 2018 which included sleeping bags, tents, food, textiles, toiletries, thermal clothing and drinks.

Organisation	Activity/Outcome for organisation
<p>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 supportive environment in which women can do this, either by taking part in training or activities, getting support and services, or campaigning and becoming active in bringing about change.</p>	<p>Our Nottingham office selected Nottingham Women's Centre as its office charity partner and beneficiary of Pennies from Heaven coin collection scheme and firm-wide silent auction in 2016/2018, raising and donating £5,451.11 during 2017/2018. Other activities included pro bono advice, volunteering, providing use of meeting rooms, donating furniture and stationery.</p>
<p>Oakridge Infants School, Basingstoke.</p>	<p>Our Basingstoke office donated a £200 television for fundraising purposes.</p>
<p>PAPYRUS Prevention of Young Suicide exists to reduce the number of young people who take their own lives by shattering the stigma about suicide and equipping young people and their communities with the skills to recognise and respond to suicidal behaviour.</p>	<p>Our Solent office made a £100 donation in March 2018.</p>
<p>The Parkinson's Disease Society of the United Kingdom drives better care, treatments and quality of life. No one has to face Parkinson's alone.</p>	<p>Our Solent office made a £100 donation in March 2018.</p>
<p>Pennies from Heaven is a charity that provides a coin collection scheme enabling employees to donate to charity.</p>	<p>Shoosmiths joined the scheme in June 2007. Gold award received for seventh consecutive year in 2017. Colleagues donated £2,874.87 during 2017/2018 to 12 charities namely Alzheimer Scotland, Ben's Heroes Trust, Birmingham St. Mary's, Launchpad, Leukaemia and Lymphoma NI, Martin House, Milton Keynes Community Foundation, The Mustard Tree, Northampton and District Mind, Nottingham Women's Centre, ReachOut, and the Society of St. James.</p>
<p>Rainbows Hospice is the East Midlands' only hospice for children and young people. Rainbows is a place where life-limited children and their families can find care and support.</p>	<p>Our Northampton office selected Rainbows Hospice as its office charity partner in May 2017, raising and donating £725.25.</p>
<p>ReachOut is a mentoring charity working with young people in disadvantaged communities to raise aspirations and help them grow in character and attainment.</p>	<p>Our London office selected ReachOut as its office charity partner and beneficiary of the Pennies from Heaven staff coin collection scheme and firm-wide silent auction in 2017/2018, raising and donating £3,282.90.</p>

Organisation	Activity/Outcome for organisation
Rethink Mental Illness creates better lives for people affected by mental health.	Shoosmiths has been a supporter of Time to Change since January 2017. The campaign is 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 well-being section page 38 for details of our supporting activities.
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.	A £400 donation was made as a contribution to the RNIB Talking Books programme following responses to a business development survey.
RNLI saves lives by providing a lifeboat service, seasonal lifeguards, flood rescue response and water safety education.	In June 2017, two teams took part in the RNLI golf day, providing a £480 contribution.
Romsey and District Young Carers Project supports young carers in Romsey and the Southern Test Valley.	Our Solent office made a £100 donation in March 2018.
RSPCA, Solent Branch runs the Stubbington Ark Animal Shelter and Rehoming Centre.	Our Solent office made a £100 donation in March 2018.
Save the Children in the UK and around the world, gives children a healthy start in life, the opportunity to learn and protection from harm.	Our Milton Keynes office took part in a national Jumper Day on 14 December 2017, raising £86.40.
Shelter believes everyone should have a home. It helps millions of people every year struggling with bad housing or homelessness through its advice, support and legal services. It also campaigns to make sure that, one day, no one will have to turn to the charity for help.	45 colleagues competed in the Vertical Rush challenge at London's Tower 42 in memory of a dearly missed colleague. £32,345 raised and donated. A further £155.93 was raised from supporting activities.
Smart Works charity offers a dressing and interview preparation service for unemployed women who have a job interview.	In April 2018, our Birmingham office organised a collection of smart, interview-appropriate, good quality work wear, e.g. suits, dresses, skirts, trousers, blouses, shoes, handbags etc. Colleagues also attended a fundraising evening in April 2018.
The Social Mobility Commission monitors progress towards improving social mobility in the UK, and promotes social mobility in England. It is an advisory non-departmental public body sponsored by the Cabinet Office and the Department for Education.	In June 2017, the Social Mobility Foundation and the Social Mobility Commission in partnership with the City of London Corporation published the first annual Social Mobility Index. The Index ranked Britain's employers for the first time on the actions they were taking to ensure they are open to accessing and progressing talent from all backgrounds and showcases progress towards social mobility. Shoosmiths completed the Index and was ranked 62 out of 98 participating firms.

Organisation	Activity/Outcome for organisation
<p>The Social Mobility Foundation aims to make a practical improvement in social mobility for young people from low-income backgrounds.</p>	<p>In June 2017, the Social Mobility Foundation and the Social Mobility Commission in partnership with the City of London Corporation published the first annual Social Mobility Index. The Index ranked Britain's employers for the first time on the actions they were taking to ensure they are open to accessing and progressing talent from all backgrounds and showcases progress towards social mobility. Shoosmiths completed the Index and was ranked 62 out of 98 participating firms.</p>
<p>The Society of St. James is a Hampshire-based charity providing accommodation and support to over 2,500 people each year. It believes everyone has a right to a home, that people should be given the opportunity to develop the skills they need to lead a fulfilling life.</p>	<p>Our Solent office selected the Society of St. James as its charity partner and beneficiary of the Pennies from Heaven collection scheme and firm-wide silent auction in 2017/2018, raising and donating £4,534.73.</p>
<p>Sport Relief is a biennial charity event organised by Comic Relief in association with BBC Sport. It brings together the worlds of sport and entertainment to raise money to help vulnerable people both in the UK and the world's poorest countries.</p>	<p>Our Northampton office selected Sport Relief as its office charity partner in March 2018, raising and donating £816.72.</p>
<p>St. Michael's Hospice is dedicated to providing care to people throughout North Hampshire who are affected by life-limiting illness.</p>	<p>Our Basingstoke office donated £299 in vouchers and two hampers for fundraising activities in aid of the charity.</p>
<p>Talk, Listen, Change charity offers a range of services from counselling to family mediation, parenting support and domestic violence prevention.</p>	<p>Shoosmiths' family team in our Manchester office sponsored the charity's first anniversary ball, 27 April 2018 helping the charity to raise £9,000. The Manchester office has also provided meeting room facilities for training activities.</p>
<p>Tim Bacon Foundation supports charities in the fight against cancer in all its painful and hurtful guises.</p>	<p>Our Manchester office, in September 2017, was part of Manchester's first ever city-wide banquet which aimed to raise half a million pounds in one night in memory of restaurant entrepreneur Tim Bacon who died in 2016. Shoosmiths raised £77,740 after taking over one of the city's leading restaurants.</p>

Organisation	Activity/Outcome for organisation
<p>Time to Talk Day aims to get as many people as possible talking about mental health and is led by Mind and Rethink 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.</p>	<p>We used the day on 1 February 2018 to remind staff that we want everyone to feel they can be open about their mental health and to ask for support if they need it. We highlighted the internal and external confidential services available including an Employee Assistance Programme and the help that the charity LawCare provides. In our Manchester, Northampton and Nottingham offices information was circulated; the Nottingham office, served a trolley of treats as a random act of kindness, and in Northampton, conversation starters were placed around the building and the charity Northampton and District Mind was supported as the February charity of the month.</p>
<p>The UK Sepsis Trust seeks to save lives and improve outcomes for survivors of sepsis by instigating political change, educating healthcare professionals, raising public awareness and providing support for those affected by this devastating condition.</p>	<p>Our Birmingham clinical negligence team took part in the Cycle for Sepsis challenge in September 2017 and also provided nutritional snacks and drinks as riders passed the finishing line.</p>
<p>The UK Stakeholders for Sustainable Development (UKSSD) provides a space to mobilise organisations so they can play their part to create a sustainable UK.</p>	<p>Shoosmiths became a partner of UKSSD in July 2017.</p>
<p>The 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 two annual COPs and is a member of the UK Network and two UK working groups on modern slavery and SDGs reporting.</p>
<p>VoiceAbility supports people who face disadvantage or discrimination to have a voice that counts. It has pioneered new ways of enabling people to be heard and have rights, ranging from the creation of local Parliaments run by people with learning disabilities to new statutory services supporting people with the highest support needs facing the most critical decisions.</p>	<p>Our Northampton office selected VoiceAbility as its office charity partner in April 2018, raising and donating £675.25.</p>
<p>Warwick Academy Primary School.</p>	<p>In June 2017, a Northampton team of volunteers renovated the Academy's garden.</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 £1,780 in July 2017, supporting the Northamptonshire Rotary Club Dragon Boat Race in aid of the Warwickshire and Northamptonshire Air Ambulance and other local charities supported by the Rotary Club.</p>

Organisation	Activity/Outcome for organisation
<p>The Wildlife Trusts: Bedfordshire, Cambridgeshire and Northamptonshire has as its mission to conserve local wildlife, inspire others to take action for wildlife and to inform people by offering advice and sharing knowledge.</p>	<p>Our Northampton office selected the Wildlife Trusts: Bedfordshire, Cambridgeshire and Northamptonshire as its office charity partner in June 2017, raising and donating £731.85.</p>
<p>Women's Aid, Belfast provides confidential support, information and emergency accommodation for women and children affected by domestic violence.</p>	<p>Our Belfast office donated £300 worth of essentials such as towels and toiletries.</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 December 2017, collected five bags of items for the Wood Street Mission Christmas Appeal which helps families struggling to make ends meet at what can be an especially difficult and expensive time of year.</p>
<p>Working Families charity is the UK's leading work-life balance organisation. It helps working parents and carers and their employers find a better balance between responsibilities at home and work. Its sister organisation is Family Friendly Working Scotland.</p>	<p>Shoosmiths took part in national Work Life Week over 2-6 October 2017. The campaign co-ordinated by the charity aims to highlight the benefits of facilitating the well-being and work-life balance for employees so that they are engaged, motivated and productive at work.</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 24 March 2018 by highlighting the impact climate change has on our wildlife and planet and the relevance of the global SDG 13. We switched off unnecessary lights and equipment and we organised a staff awareness competition asking colleagues to pledge changes to their everyday work practices.</p>

