

# Responsible Business Report

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## A message from our Senior Partner

Having taken over the role of Senior Partner at Clyde & Co in 2019 I am delighted to be able to introduce our latest Responsible Business Report.

As a large, global law firm that employs over 4000 people across 23 countries serving clients across the world, we are committed to being a responsible business.

To us that means taking responsibility for the impact we have on the environment and seeking to reduce it as much as possible, and as soon as possible. It also means taking responsibility for giving back and being a positive contributor to the communities in which we operate. Finally, we have a responsibility to foster a truly diverse workforce and an inclusive workplace so that all our people can flourish and fulfil their highest potential, for the benefit of them, the firm and our clients.

While there is more we can and must do, this report outlines the measures we're currently taking and the progress we've made so far in our core areas of focus - community, pro bono, environment, inclusion, and wellbeing - and serves as a communication on progress on integrating the 10 principles of the UN Global Compact into our organisation. We continue to be committed to integrating these principles into our operations and business practices.

Thank you for taking the time to read this document.



Peter Hirst,  
Senior Partner

# Community matters

#### 4 QUALITY EDUCATION



We encourage our people around the world to support the communities in which we operate, and beyond. We seek to develop relationships with charities and community organisations where, alongside financial contributions, we can help through volunteering opportunities, giving our time and skills. Not only does this benefit our community partners but also supports our people's development and helps to bring new perspectives and insight to the firm.

The global theme of our programme is 'Inspiring Young Lives' and our local offices are encouraged to tailor this theme and focus on the issues most relevant to them. Many of our initiatives focus on helping young people to improve their aspirations, develop their skills and learn about the world of work. For our people wishing to fundraise for the causes they personally support we have a matched fundraising policy.



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I got to learn a lot about the day to day life of lawyers. Clyde & Co employees were smart, funny and incredibly helpful. The best thing about the placement wasn't the lunches or the treats or the snacks but the Clyde & Co employees.

A 2019 participant in the Bridge to the City work experience programme

## Social mobility in the UK

February 2019 saw the launch of our Bridge to the City work experience programme in London, a one week programme that aims to help young people from less advantaged backgrounds improve their understanding of professional careers and enhance their employability skills.

We welcomed 20, Year 12 students from three local schools to our office for a packed timetable of workshops, activities, skills sessions and a group project. Students were placed across the firm in both legal departments and business services functions. Some of the sessions they completed included:

- CV workshops
- Mock interviews
- Speed networking
- Personal brand workshop

Over 100 of our London people volunteered to support the students. Feedback from students was overwhelmingly positive with 100% of students reporting the experience increased their understanding of careers in the legal profession, other careers available in law firms and their understanding of the workplace more generally.

Bridge to the City complements our mentoring and reading programmes that also aim to improve social mobility of the students we support.

## EdUKaid volunteer trip

In August 2019 three of our people from across our MEA region took part in a volunteering trip to Mkwajuni village in Southern Tanzania. The trip was organised in partnership with the charity EdUKaid, which aims to improve access to education in the rural Mtwara region of Southern Tanzania. Their activities include primary school development and renovation, pre-primary education, inclusive education and child sponsorship.

The team helped to put the finishing touches to the complete refurbishment of the of Mkwajuni village primary school and volunteers worked hard to paint, build hygienic handwashing facilities, construct a shelter and make educational resources. After a hard few days' construction work – one of the highlights of the trip was participating in the community meeting where EdUKaid handed the renovated school back to the village. One of our volunteers, Clyde & Co partner Michael Strain, has a particular connection to the charity having sat on the board of trustees for more than 8 years.

## UK data

In 2018/19 over 140 of our people around the UK gave more than 1500 hours of volunteering time to our charity and community partners.

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This was certainly a trip to remember! It was a rollercoaster of emotions, challenges, humbling experiences and fun and laughter too. We had a great bunch of volunteers from three locations (Dubai, Abu Dhabi and Dar-es-Salaam), and we could not have made the memories without them. Every drop of the volunteers sweat will go towards building a firm foundation of a young child's educational journey.

Rani Bangar, volunteer on our 2019 EdUKaid trip

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### Charity partners

In the UK in 2019 we were excited to launch a three year charity partnership with Place2Be. Place2Be is a charity focussed on supporting young people's mental health, providing in-school support and expert training across the UK to improve the emotional wellbeing of pupils, families, teachers and staff. They work with over 600 schools, helping children to cope with wide-ranging and often complex social issues including bullying, bereavement, family breakdown and neglect. Place2Be provides children with the vital support they need so that they can build lifelong coping skills and thrive.

The charity aligns well with our wider focus on mental health and their UK wide presence allows our offices across England and Scotland to engage.

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We are beyond thrilled here at Place2Be to launch our new three year partnership with Clyde & Co. Through your support we will be able to improve children's mental health across our partner schools, having a lasting impact on children as they progress into adulthood.

**Catherine Roche**  
Chief Executive, Place2Be

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## The Art Award

The Clyde & Co Art Award launched in London in 2011 and has expanded to our offices in Dubai, San Francisco, Melbourne, Perth and Sydney. In London we work with local art schools, colleges and universities to help young artists manage the transition from school to the commercial world by selecting artworks to be displayed within our offices. During this time, we offer the artists professional development workshops and pro bono support.

We are working to integrate the Art Award with our wider corporate responsibility and inclusion programme and themes. Initially we have done this by aligning the 'Blank Canvas' wall in London to our focus on mental health and wellbeing by partnering with Outside In, a national charity that aims to provide a platform for artists who face significant barriers to the art world due to health, disability, social circumstance or isolation. The display features works by Yorkshire-based Greg Bromley and Laila Kassab, an artist based in Gaza.

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## Progress and plans

We have made progress with collecting more data on our UK activities. A future aim is to gather more information from our global contacts across our offices to help provide insights on more of our community activities around the world.

Having reviewed our London Art Award, we have introduced a number of changes that will help us to align the programme better with objectives in other areas of our corporate responsibility and inclusion programme.

This year we were pleased to increase the amount of matched funding our people are able to apply for in recognition of their amazing efforts to support the causes close to them.

Our next ambition is to introduce a global volunteering policy soon to engage our people around the world and increase our volunteering footprint.



# Pro bono matters

## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



We know that as a law firm one of the most effective ways we can make a positive contribution to our communities is by using our legal skills and expertise.

We encourage our lawyers to take part in pro bono work through our policy that allows them to receive credit for up to 50 hours of time spent on pro bono or other corporate responsibility initiatives that count towards their billable hours targets. We partner with charities, legal advice clinics and pro bono brokers around our network. The skills and experience that working on pro bono cases allows our people to develop is invaluable.



## Partnering with legal advice centres

Many of our offices around the world partner with Legal Advice Centres and services. For example in Hong Kong we partner with The Duty Lawyer Service, helping to provide one-off advice to members of the public in need of support. In the US we have numerous partners across our offices one of which is The Alliance for Children's Rights which protects the rights of impoverished, abused and neglected young people. By providing free legal services, advocacy, and programmes that create pathways to jobs and education, the Alliance levels the playing field and ensures that children who experience foster care are able to fulfill their potential. In London we partner with LawWorks, a charity working to connect volunteer lawyers with people who are not eligible for legal aid and cannot afford to pay, and with the not-for-profit organisations that support them. One of our London volunteers has been particularly involved in a number of cases through LawWorks' Welfare Benefits Advocacy Project which helps those who are appealing their disability benefits.

## Working with individuals

In some cases our lawyers are able to support individuals. A recent successful case in the US saw one lawyer, Michael Russ, return to his hometown of Hagerstown, Maryland to defend Antoine Malone who was charged with attempted murder after witnessing an argument at a bar which quickly escalated into a fight, resulting in gunshots being fired. Malone faced a number of charges many of which were based on an 'accomplice theory', which Michael Russ was able to successfully argue was implausible, resulting in Malone having all felony charges dropped and agreeing to a 'pleas' of affray, which meant he was immediately released with time served.

“

I have been working with LawWorks' Welfare Benefits Advocacy Project since February 2018. In that time, I have taken on and won five appeals before the First Tier Tribunal (Social Entitlement Chamber). Having cut my teeth in the First Trier Tribunal, I am now working on a secondary appeal to the Upper Tribunal (Administrative Appeals Chamber). My experience with the Welfare Benefits Advocacy Project has been immensely gratifying. I have had the opportunity to make a tangible difference to vulnerable people's lives, develop a secondary specialism, and gain practical experience of written and oral advocacy at a very early stage in my career.

**James Newton**  
Associate

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## Supporting charities

In our Australian offices we have been partnering with domestic violence women's charity "Broken to Brilliant" to facilitate the publication of its new book 'Shattered to Shining'. Broken to Brilliant aims to assist and empower domestic violence survivors to mentor fellow survivors in their recovery following instances of domestic violence. In addition to providing this charity with pro bono advice, we raised funds for the Give A Book campaign for distribution to women's shelters in Melbourne, Sydney, Brisbane and Perth, to assist survivors of domestic abuse in rebuilding their lives.

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In 2018/19 our lawyers gave

# 8,600 hours

of time to pro bono advice and projects.

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As a global firm we take our responsibility to be good corporate citizens seriously. Clyde & Co's pro bono program provides our staff with a meaningful and practical way to give back to the community and causes which they are passionate about. As part of our International Women's Day activities, it was great to raise funds for Broken to Brilliant and provide pro bono legal support. Any funds raised through book sales can be invested back into the important work undertaken by the charity. It has also been very fulfilling to partner with Broken to Brilliant on its journey to publishing the next book in its series, which seeks to support survivors of domestic violence journey.

**Marcus O'Brien**

Partner

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## Progress and plans

Many of our offices have built strong partnerships with legal advice centres and charities; we would like to extend this work further, identifying more charity partners who we can support through pro bono and more general volunteering or fund-raising activities.

We have pro bono policies and coordinators in some regions. Over the coming year we hope to develop more overarching global policies to help local offices develop their programmes.

We also want to encourage more of our people to participate and increase the overall number of pro bono hours we provide. We plan to relaunch the 50 hours policy to ensure our fee earners are aware of the support available to them to allow them to engage with pro bono opportunities.



Broken to Brilliant's goal is to reduce the long-term impact of domestic violence by increasing financial independence, decreasing distress and increasing opportunities for survivors through education, life-skills training, and social support networks. A key activity of our charity is releasing books which share survivor's stories, together with messages of hope and resilience. We are incredibly grateful for the pro bono and financial support provided by Clyde & Co and look forward to continuing our important work with victims of domestic violence.

**Kate Smith**

Founding Director of Broken to Brilliant

Environment matters

environment matters

**11** SUSTAINABLE CITIES  
AND COMMUNITIES



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**13** CLIMATE  
ACTION



Our business has an impact on the environment through the use of energy in our buildings, our business travel, the use of paper and other goods and services as well as the disposal of our waste.



## Our approach

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

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

## Governance

In 2019 we set up a Global Environment Committee. Partners from each of our regions sit on this committee which aims to address our environmental impact globally. We also have environmental working groups in the UK and in Hong Kong which aim to manage the environmental impact of our day to day business activities.

## Legal renewable initiative

In 2019 we joined the Legal Sustainability Alliance, an inclusive movement of law firms and associated networks, working together to take action to improve the environmental sustainability of their organisation. We have signed up to the Legal Renewable Initiative, making a commitment to source 100% renewable energy from certifiable sources, across all of our UK premises. For some of our offices this will involve influencing our landlords to procure their energy differently.

## Travelwise

As a law firm we do a lot of business travel. As such we have launched Travelwise, a UK wide programmed aimed at smarter travelling. This encourages early booking, alternative modes of travel, and aims to reduce our overall travel.

Our long term plans include implementing IT resources in order to make travelling less of a necessity as we continue to build a virtually enabled work environment.

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## Paper use

All of our paper in the UK is FSC certified. We aim to ensure that this standard is maintained globally in the next year.

Practice areas are starting to further embrace electronic working reducing the need for printing in their department and creating filing efficiencies. Our business plans to gradually learn from this best practice and encourage other departments to follow. In the meantime we will focus on setting default duplex black and white printing and increasing our use of follow-me printing where practical.

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## Procurement

Our procurement function has been working closely with our key suppliers to help reduce our environmental impact through supply chain management. For example, we have introduced a new UK-wide cleaning contract which guarantees the use of environmentally friendly (non-toxic) cleaning products.

We have also taken action to remove single-use plastics across the business and will continue to do so over the next year.

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## Engagement

We have over 100 environmental champions across our UK offices working to implement best practice at a local level. We marked the UN Global Summit by asking our UK employees to make a pledge to take action. Examples included: reducing consumption of meat, giving up printing for a month, and reducing single-use plastics.

In Dubai we took part in the Dubai Chamber Sustainability Week, which aligned with Dubai's National Agenda plans to divert 75% of waste away from landfills. The office sourced additional waste collection boxes and encouraged employees to collect and recycle more items.

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## Using our legal expertise to tackle the effects of climate change

Our Climate Risk team helps clients understand their current risks in regards to climate change, prepare their business for future risks, and evolve in a way to capitalise on the opportunities created by the transition to a low-carbon economy. Key areas where we can assist include: providing legal privilege on climate risk mapping exercises; assessment of liability exposures, regulatory regimes and a changing landscape of laws across jurisdictions; and legal input into developing due diligence frameworks for assessing climate change risks to workforce, assets, operations and transactions.

We also prioritise the use of our legal expertise to help address the effects of climate change on communities around the world. One representative example is advising NGOs on a pro bono basis to develop innovative climate risk insurance policies to protect up to 1.3 million people in West Africa from catastrophic drought. As a member of the Insurance Development Forum – a public/private partnership, we seek to optimise and extend the use of insurance and the industry's risk management capabilities to protect those most vulnerable to disasters. Clyde & Co is also a founding member of the Coalition for Climate Resilient Investment, launched at the September 2019 UN Climate Action Summit in New York, which aims to transform infrastructure investment by integrating climate risks into decision-making. Our climate change thought leadership includes extensive reports exploring the role of innovative risk transfer in closing the global protection gap, as well as on the rising tide of climate change liability and duties of care. Find out more in our Resilience Hub - <https://resilience.clydeco.com/>.

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I got involved in our Resilience initiative because I wanted to use my skills to make a meaningful difference in the face of climate change. From my background in insurance litigation dealing with claims arising from flooding, drought, and fires, with significant environmental factors, the need to adapt to and mitigate the effects of climate change was evident. I am now working on our Climate Risk Consultancy service, in which we advise on wide-reaching climate issues affecting our clients that can make a real difference to the environment, businesses and people's lives.

Engaging with clients on these pressing issues encouraged me to get involved in the firm's own environmental initiatives. As a member of the firm's Environmental Working Group and an Environmental Champion, I am proud to see our firm strengthening its commitments in reducing our environmental impact, including our pledge to source 100% renewable energy across all our UK offices. Our Environmental Champions network fosters a collegiate and collaborative culture to addressing climate at the firm, with participants from all areas of the business. I hope to see the Champions network continue grow and our green initiatives continue to be more ambitious.

**Jane O'Reilly**  
Associate

## Progress and plans

We are pleased that our offices around the world are taking action including:

- Reduction of 17,000 plastic bottles across our Australian offices
- Over 100 champions across our UK offices
- 200,000 plastic cups removed from our London office
- Replaced plastic packaging with compostable in London
- Our Dubai office took part in the Dubai Chamber Sustainability week, boosting recycling and waste collections and they are now working to implement these collections as standard

This year we have made a number of commitments across our UK offices. We have signed up to the Legal Renewables Initiative to source 100% certifiable renewable energy. We have also committed to ensuring none of our waste goes to landfill and to reducing paper use by ensuring all printers are set to the most efficient settings.

# Inclusion matters

5 GENDER  
EQUALITY



10 REDUCED  
INEQUALITIES



We recognise that creating an inclusive culture is vital to the success of our business.

It is important for our people to feel happy, respected and able to be themselves at work. Having a workforce that brings a variety of backgrounds and experiences will help us look at things in different ways, to innovate and problem solve and to be an interesting and dynamic firm where talented people want to be.

Of course we acknowledge that we have much work to do across our focus areas of gender, race and ethnicity, LGBT+ and disability but we are pleased to be making progress. The firm's senior leadership have approved a high level vision and a set of global objectives, which we are working to translate into local priorities for our regions.

Our employee network groups provide a platform for people around the firm to share their opinions and thoughts, to raise awareness and to identify the areas where they can drive change and help to advance the diversity agenda. GECCO focusses on gender equality, Pryde & Co is our LGBT+ network and we recently relaunched our ACED (Achieving Cultural and Ethnic Diversity) network. Throughout the year we organise events, particularly around key dates, to engage our people in diversity and inclusion issues and increase their understanding and awareness of particular topics.



## Inclusive leadership

In the UK we have rolled out inclusive leadership training to all our partners. The aim of the interactive workshops is to help partners be aware of their unconscious biases and preferences and to understand how this can impact their decision making. It also seeks to highlight how they can lead their teams in a way that values difference highlights the benefits of diversity and encourages respect amongst colleagues.

## Balanced brand

The start of 2019 saw us launch our global Balanced Brand initiative, aimed at helping to ensure that female lawyers and senior staff at the firm are well-equipped with the skills and tools needed to successfully build their profiles in today's fast moving, 24/7, digitally-enabled world. Initially the programme ran from January to March and included training in social media, on camera interview technique, presentation skills, writing for offline and online audiences, creating a personal brand, and effective networking. The training was available to men but was particularly promoted to women at the firm to encourage greater gender balance in the firm's approach to marketing, business development and communications. While women make up nearly half (46%) of the lawyer population and nearly one quarter of partners at Clyde & Co, before the launch of this initiative on average across the firm globally less than 20% of external spokespeople quoted in the media were female. We were delighted that come March we had nearly doubled this figure. The success has encouraged us to continue to maintain our efforts and has led us to finding some fantastic new spokespeople across the firm.

## Growing Pryde & Co

Our Pryde & Co LGBT+ employee network has continued to grow over the year and a positive demonstration of this was the celebrations of Pride Month that took place across many of our offices. In London we hosted the annual LINK (the LGBT+ Insurance network) charity quiz night, a hugely successful and fun evening. In Scotland a charity wine tasting event took place, raising funds for LGBT Youth Scotland and we held a transgender awareness workshop.

In August our Australian offices chose to support Wear it Purple Day, an annual day dedicated to showing LGBT+ young people that they have the right to be proud of who they are. Wear It Purple was founded in 2010 in response to global stories of real teenagers, real heartache and their very real responses. In 2010, several young people took their own lives following bullying and harassment resulting from the lack of acceptance of their sexuality or gender identity. Pryde & Co teams across the Australian offices hosted morning teas and brunches. Associate Alex Best summed it up best in his speech at the Sydney office morning tea: "If you ever need support, look at all the people in this room - they are here for you, and they want you to bring your whole self to work". Attendees were encouraged to bring a donation, with the firm committing to matching the donations raised.



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## Partnerships

We partner with a number of external organisations who help us with our work in this area by providing their expertise and in some cases helping us to collaborate with other business.

Our Early Careers team partner with organisations to support us in recruiting diverse talent. They include: Aspiring Solicitors, RARE, The Bright Network and myGwork. We are also working with the Law Faculty at Durham University and are the sole sponsors of their First Generation Scholars Network and we recently hosted the Target Jobs – City in Law Event which was aimed at BAME students.

The team have seen real progress through these partnerships and were particularly delighted to have been named as winners of the Aspiring Solicitors' "All Star Improvement in Diversity and Inclusion Award" in 2019. Our award win was largely due to the success we have had in this year's trainee recruitment round, where 25 out of our 48 hires from our 2018/19 recruitment year were Aspiring Solicitors members, our highest number to date. Aspiring Solicitors aim to provide access to the legal profession for students from underrepresented groups.

In December 2019 we re-launched the Bright Futures programme. This is specifically aimed at students from lower socioeconomic status groups to provide work experience and mentoring opportunities across a nine month programme.

The Early Careers team are also responsible for overseeing our legal apprenticeship schemes, which provide a number of alternative career pathways outside of the traditional graduate programmes– including our first solicitor apprentice. These pathways are another way for us to attract and recruit a more diverse pool of candidates.

In 2018 we launched a partnership with My Family Care to better support our working families, providing all UK employees with access to an online portal, funded emergency backup care sessions for elder and childcare and parental leave toolkits.

For the third year we are participating in the 30% Club cross sector mentoring scheme, with the aim of building the future pipeline of female leaders. In the UK we have also been supporting the First 100 years project, celebrating 100 years of women being able to practice law in England and Wales.

We are also Stonewall Diversity Champions and for the first year we completed a submission for the UK Stonewall Workplace Equality Index. This was a useful exercise in assessing how we support our LGBT+ colleagues, what we are doing well and where we might look to improve.

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## Progress and plans

We have made good progress on raising awareness of particular issues and highlighting key dates, and we will continue to do this – aligning these with the priorities in our strategy.

There is more we can do to embed diversity and inclusion across the firm, so we plan to work closely with key departments to ensure D&I is considered in our processes and procedures.

We will also continue to enhance our data collection and to assess what insights this information can give us and how it can help us target our efforts.

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## Gender statistics 2018/19

|                        | Female % | Male % |
|------------------------|----------|--------|
| Total workforce        | 59%      | 41%    |
| All Partners           | 22%      | 78%    |
| Senior Equity Partners | 17%      | 83%    |



Wellbeing matters



The issue of workplace wellbeing has become increasingly prominent over recent years. It is important we build an environment where our people feel supported to flourish, to find a balance between their personal and professional lives and to manage everyday challenges. A crucial part of this is fostering a culture where mental and physical health can be openly discussed and where colleagues are provided with the tools and support to manage their wellbeing.

On a global level we have been working on providing more information, resources and guidance through our internal communication channels and there are some great examples of activity from around the network on this issue.

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## Support and awareness in the UK

We introduced a pilot group of Mental Health First Aiders in London at the start of 2019 and are looking to roll this out across our other UK offices over the coming year. These volunteers have been trained to spot the signs of mental health and to be a point of contact for colleagues who may need someone to talk to. We have also been working to train our Human Resources team to aid them in supporting individuals.

Although mental health and wellbeing are important issues every day of the year we have used national and global awareness days to start conversations and discussion, including: holding awareness raising events; delivering webinars on proactively managing wellbeing; and running mindfulness sessions in some of our offices.

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## Sydney's 'Culture club'

The Sydney office recently launched their 'Culture Club', an initiative aimed at encouraging our people to take a break during the working day to boost their physical and mental health, improve productivity, mood, motivation and concentration. They have put together a programme of activities designed to help everyone find a way to connect with art, nature, music, language, history, culture, their city and each other in a mindful way. The suggested activities in the programme are between 30-60 minutes, low cost, held over lunchtime and within walking distance of the Sydney office. They include: architecture walks, visits to the botanic garden, meditation session, music recitals and indigenous Australian cultural tours of the city.

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## Progress and plans

This is an emerging area of focus for us so we will be tracking and monitoring the effectiveness of the initiatives we have started to put in place to help us with developing our strategy and offering further.

We will work to improve communications to our people what we currently offer and what support may be available to them, for example through our benefits package.

In the UK we will be looking at further training and development around wellbeing and mental health, particularly for our people managers.



Our business

responsibility matters

## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Although we consider our business to be relatively low risk, Clyde & Co has a zero-tolerance approach towards any form of slavery, servitude, forced or bonded labour, or human trafficking. We will not support any arrangement or relationship that is knowingly involved in modern slavery. The firm has an Anti-Slavery and Human Trafficking Policy and statement; both are located on the firm intranet. The policy and statement prohibit modern slavery, and apply to all partners and employees.



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## Human rights and labour standards

We are committed to ensuring that there is no modern slavery in our business or in our supply chains, and to acting ethically and with integrity in all our relationships. As such, we expect third party contractors and suppliers to comply with all applicable laws, statutes, regulations and codes relating to labour, anti-slavery and human trafficking laws, including the Modern Slavery Act. We also require third parties to provide details of modern-slavery related policies and codes of conduct.

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## Employment

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

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

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

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

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## Training

In the past year, we delivered training courses to raise awareness and understanding around issues such as modern slavery, diversity and equality. Modern slavery training is completed by key individuals globally that we have identified as dealing with any aspect of procurement on behalf of Clyde & Co.

Additionally, we have implemented mandatory training on diversity and equality for all UK employees. This course addresses issues such as discrimination, unconscious bias and harassment. We are in the process of developing our training programme to include comprehensive compulsory training on ethics and integrity for all employees throughout our global network.

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## Our suppliers

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

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

We perform vetting and due diligence on any new suppliers, particularly our larger suppliers by spend, and those that we consider to be higher risk. In addition, some of our suppliers have been screened using a supplier due diligence portal, which includes specific questions on modern slavery. We are committed to adding more of our suppliers to this system as soon as practicable.

With regard to existing suppliers to our London office, we have performed a risk assessment exercise and have not identified any occurrence of modern slavery in our supply chain. We require our suppliers to conduct a similar exercise with regard to their own suppliers. We are in the process of extending the risk assessment exercise to international offices.

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## Anti-bribery and corruption

Clyde & Co LLP is committed to conducting business fairly, honestly and openly. We take a zero-tolerance approach towards bribery and corruption, and we act professionally and with integrity in all our business activities and relationships worldwide. In compliance with our anti-bribery and corruption (“ABC”) policy, we must ensure that people acting on our, or on our clients’, behalf are also in compliance with anti-bribery and corruption legislation, and that they have effective policies and procedures in place that are at least of the same standard as our own. Accordingly, where we engage third parties such as agents, distributors or counsel, we conduct adequate due diligence on these persons before entering into such arrangements, to ensure that they are not acting corruptly. We expect third parties and agents that we consider to fall into a high risk category, to provide details of their approach towards ABC and anti-money laundering compliance, including relevant policies and procedures. We periodically monitor third parties’ performance throughout the contract to ensure ongoing compliance.

ABC training is mandatory for all employees, as well as attendance at periodic refresher training sessions. We provide comprehensive information on the ABC policy, the Bribery Act, and how it should be applied on our Intranet. Our Risk team is always on hand to help with employee questions. In the past year, we have delivered training on financial crime, anti-money laundering and sanctions to employees in the UK, Europe, Asia Pacific, South Africa and the Middle East, and provided supplementary video recordings to employees. We are in the process of designing a structured approach to delivering additional periodic training across our global network.

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

## UN Global compact reference table

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

# Annual results

Year end three0 April 2019

## Our performance

Fees billed

# £611 million

**+11%** Annual growth  
**+13%** ten year compound annual growth rate  
**21st** successive year of revenue growth

Profit

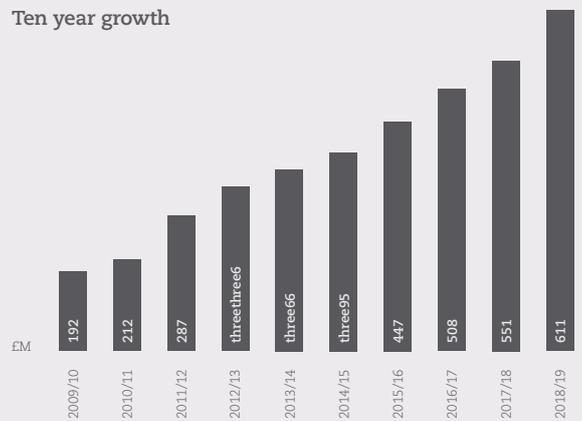
## £186 million

net income, +9% annual growth

## £690,000

Profit per equity partner, +4.5% annual growth

Ten year growth



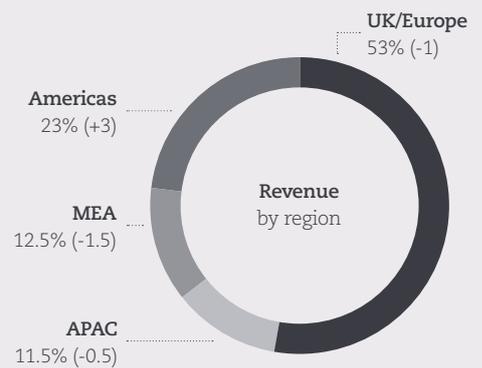
## Our global reach

**52** | **23** | **3**  
 offices<sup>†</sup> | countries | new offices<sup>‡</sup>

<sup>†</sup> including five associated offices  
<sup>‡</sup> Bristol, Hamburg and Dublin (as at 1 May 2019)

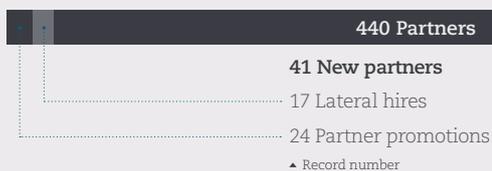
**50% (+1)**  
 of revenue from outside of the UK

**23%**  
 of revenue from the Americas - the firm's fastest growing region



## Our people and culture

Headcount





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# 440

Partners

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# 1,800

Lawyers

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# 4,000

Total staff

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# 50+

Offices worldwide\*

[www.clydeco.com](http://www.clydeco.com)

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\*includes associated offices

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