

A photograph of two women laughing and talking outdoors. The woman on the left has dark hair and is wearing a black blazer over a yellow top. The woman on the right is wearing a yellow hijab and a black top. They are both smiling and looking at each other. The background is a blurred outdoor setting with trees. The image is framed by a white border on the right side.

CLYDE&Co

*For everyone.
By everyone.*

Diversity, Equity and Inclusion Strategy

A horizontal bar at the bottom of the image composed of several colored squares: green, purple, blue, yellow, magenta, grey, and dark blue.

Introduction

Clyde & Co is evolving, and our approach to diversity, equity, and inclusion (DEI) must keep pace.

We've been working diligently to craft a new vision and strategy for DEI that is ambitious and that operates within the applicable legal, regulatory and cultural settings in which we operate around the world. Now, we're excited to share this roadmap with you. Here, we show our plan and outline clear goals and concrete steps to achieve it. It also highlights the crucial role all of our people play in this journey. Everyone at the firm has a part to play in our success. This is about more than just corporate policy — it's about creating real value. You'll see how our investment in DEI benefits our people, enhances our relationships with clients, and strengthens our workplace in a way that works for all of us.

The strategy embodies our core principle: 'For everyone. By everyone.' It reflects our core value of celebrating difference, ensuring every voice is heard and every person at the firm contributes to our collective success, in a way that is cognizant and reflective of different legal and regulatory standards globally.

Together, we're building on our strong foundations to make a more inclusive Clyde & Co.



Equity of opportunity. Exceptional results.

DEI is a catalyst for success across every facet of our business. From deepening client relationships to enhancing financial performance, from talent acquisition to employee engagement, it shapes our competitive edge. The numbers tell a compelling story: our clients demand it, our teams thrive with it, and our business grows through it.

Client Demand

Up to

8^{out of} 10



Clyde & Co clients actively seek DEI content in RFPs, pitches and surveys.

Performance Boost

20



of the most diverse S&P (Standard & Poor) 500 companies outperform their less diverse counterparts.

Client Relationship Catalyst

£££££



Diverse lawyer teams nearly double the spend from clients. Inclusive teams that collaborate will quadruple it.

Engagement Amplifier



Internal sense of belonging has a 'very high' impact on employee engagement.

Trust Builder

£1.5bn



The typical FTSE (Financial Times Stock Exchange) 100 firm (with a low DEI reputation) risks around £1.5bn in value from reputational damage.

Talent Magnet

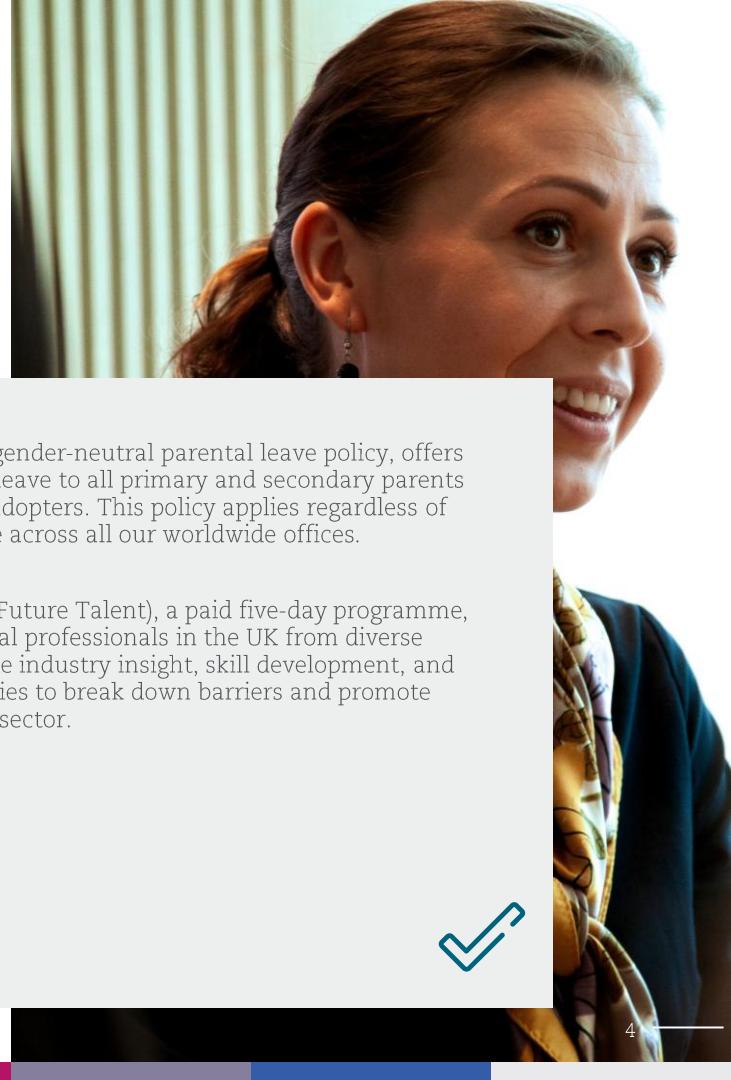
75%



of job seekers prioritise diverse workplaces.

Strong foundations. Future growth.

Our commitment to an inclusive culture has grown consistently, guided by clear goals and smart investments. This approach has led to major improvement throughout our firm, centred on embedding and bringing our Celebrate Difference value to life. Looking at our progress, we've built a strong set of policies and programs that work together to create a more inclusive workplace.



DEI at Clyde & Co:

- The establishment of our global DEI Steering Committee and subsequent regional DEI Steering Committees has strengthened our DEI initiatives at both global and regional levels.
- Our Inclusion Networks have expanded significantly, driving inclusive changes such as the new Family Leave policy, religious and cultural expression statement, and UK race fluency training.
- The MEA region's Women in Business initiative fosters client conversations on diversity, facilitating cross-organisational learning and best practice sharing. Its success inspired the launch of the Women in Construction group in 2022.
- In the UK, our Contextual Recruitment Systems (CRS) enhances fairness in hiring by considering candidates' personal circumstances alongside qualifications, ensuring a more holistic evaluation process.
- LifeWorks, our global gender-neutral parental leave policy, offers 26 weeks of fully paid leave to all primary and secondary parents and carers, including adopters. This policy applies regardless of gender or parental role across all our worldwide offices.
- LIFT (Legal Insight for Future Talent), a paid five-day programme, that offers aspiring legal professionals in the UK from diverse backgrounds invaluable industry insight, skill development, and networking opportunities to break down barriers and promote inclusivity in the legal sector.



Strong foundations. Future growth.

Our commitment to an inclusive culture has grown consistently, guided by clear goals and smart investments. This approach has led to major improvement throughout our firm, centred on embedding and bringing our Celebrate Difference value to life. Looking at our progress, we've built a strong set of policies and programs that work together to create a more inclusive workplace.

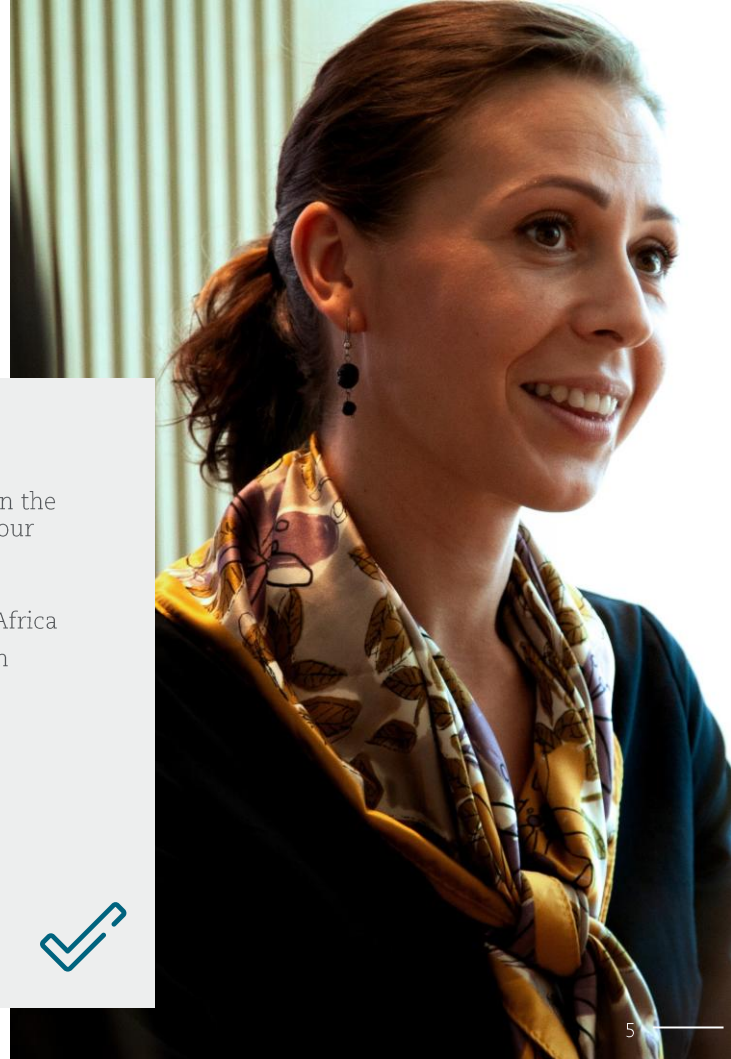
Key Highlights

Women's Representation Progress:

- Exceeding Expectations: We're ahead of schedule for our global women's representation goal at Equity Partner (EP) level
- Impressive Growth: We reached 33.2% women at EP on 1st, August 2024. Original goals for 2025 and 2030 are being replaced by more ambitious goals for 2030. While we've made significant strides in women's representation at EP level, we recognise that advancement to Senior Equity Partner (SEP) remains an area for improvement.

Additional Achievements

- UK Social Mobility: Ranked in the top 75 in the UK's Social Mobility Employer Index for four years in a row
- Achieved Level One Broad Based Black Economic Empowerment score in South Africa
- Received Bronze Awards in the Australian Workplace Equality Index



Ambitious goals. Collective aspirations.

While we've made notable strides, we recognise the need to amplify our efforts and seize growth opportunities. Our current approach, though successful in some areas, has revealed limitations that we're now addressing.

Our Bold New Vision

Recognising that while our approach might differ across the world we seek to become the industry leader in diversity, equity and inclusion through our unwavering commitment to inclusive culture and by generating meaningful change for our people, our clients and our communities.*

*Beyond accolades, we truly want to make a lasting impact for our people, and a more inclusive future for everyone.

Aspirations for 2030, where legally permissible:

- Ethnicity: 30% reduction in overall representation gap to ethnicity parity, in certain jurisdictions where relevant and lawful, reflecting the diverse talent pools in the locations we operate in
- Gender: 50% reduction in the representation gap to gender parity at all levels, including key decision-making bodies like the Global and Regional Management Boards
- Data Transparency: 80% self-ID completion rates for diversity demographic data where legally permissible, including 'prefer not to say' options
- Engagement: 90% positive engagement score across DEI metrics in annual surveys, with no statistically significant variance between demographic groups

Embracing the 'Gap to Parity' Model:

We're transitioning to a 'gap to parity' approach for our goals where legal and applicable. This shift will recalibrate our current gender goals and necessitate market and region-specific definitions of ethnicity parity. By focusing on closing these gaps, we aim to create a more nuanced and impactful strategy that addresses the unique DEI challenges in each of our markets.



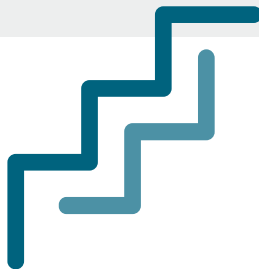
Shared commitment. Tangible impact.

To achieve our ambitious goals, we've developed a comprehensive strategy that touches every aspect of our firm. This approach is designed to create value for our clients, empower our people, and strengthen our business.

Our Strategy: Four Pillars of Progress

We've identified four key areas, that are integral to the firm's people strategy, that will drive our DEI transformation. Each pillar is crucial to our success and relies on the active participation of everyone in the firm. As we implement these strategies, you'll see how everyone can contribute to our shared progress and how these efforts enhance our business value over time.

In the following sections, we'll explore each pillar in detail, outlining specific actions, your part in the process, and the benefits we expect to see for our clients, our people, and our firm as a whole.



1. High-Performance Careers:

We offer exceptional, long-term career opportunities for high performers.

Performance and Reward:

- Apply performance and reward structures fairly across all groups
- Celebrate contributions the firm's culture in our performance structures

Career Progression:

- Where permissible and lawful, implement effective initiatives to achieve gender and ethnic parity at all levels
- Where permissible and lawful, expand opportunities for underrepresented groups to start and grow their careers with us

Future Capability:

- Focus on eliminating tech biases as we expand our digital, data, and AI (Artificial Intelligence) capabilities

1

2. Opportunity for Everyone to Thrive:

We build a truly diverse organisation that enhances our performance.

Representation:

- Aim to reflect our markets and countries in which we operate

Experiential Learning:

- Educate our people about others' lived experiences through actions which truly change perspectives
- Establish global minimum standards of education for DEI highlighting legislative and regulatory requirements, and recognising applicable restrictions in the law

Governance:

- Empower our DEI Steering Committees and Inclusion Networks to make strategic impact
- Enhance data capabilities to monitor our progress and hold ourselves accountable against key goals

2

3. Stewardship:

We build for the future with a firm-first mindset.

Leadership:

- Empower leaders to foster an inclusive culture, recognising and celebrating success in performance structures
- Encourage pro bono and social impact activities as part of everyday experience – Capitalising on Responsible 60 and the 24 Hour Challenge

Business of Law:

- Use our approach to DEI to strengthen client relationships through meaningful engagement

Mindset for Growth:

- Partner across the firm to embed DEI throughout our processes and policies
- Foster a culture of psychological safety giving everyone the opportunity to innovate with confidence

3

4. Making the Most of Who We Are:

We differentiate ourselves in the global legal market.

Our People Value Proposition:

- Shape an inclusive culture where our people can thrive
- Position our inclusive culture and benefits as market differentiators against the competition

Our Market Presence:

- Embed our brand in diverse communities to enhance diversity in talent attraction
- Establish ourselves as DEI leaders

Culture and Values:

- Empower our people to celebrate differences by inviting new perspectives and listening to diverse viewpoints
- Foster an environment where behaviours contradicting our values can be raised and challenged

4

Individual action. United progress.

We achieve results when we work together towards common goals. By working together we can create meaningful change. Here are key ways in which we can all choose to work together:

1. Leading self:

- Share your diversity demographic data on the HR platform to help us better understand where we are today and track our progress
- Join and shape the conversation in our Inclusion Networks
- Take part in DEI initiatives, whether it's attending or helping with planning and coordination

2. Leading others:

- Actively champion DEI with your teams
- Use inclusive language that makes everyone feel respected, heard and seen
- Take an active role in DEI initiatives and remind your team about upcoming events

3. Leading for the future:

- Take part and encourage mentoring and reverse mentoring
- Speak to clients and others about the work we're doing to create a more inclusive culture

Your active voluntary participation in these areas will drive our success in creating a more diverse, equitable, and inclusive workplace.



Contact

For more information, questions, or suggestions, please reach out directly:

Via email: Inclusion.matters@clydeco.com



Alan Holmes
Global Head of DEI
Alan.Holmes@clydeco.com



Helen Bourne
Partner and Chair of the
Global DEI Steering
Committee
Helen.Bourne@clydeco.com

