



**SHOOSMITHS LLP**

# ***CORPORATE RESPONSIBILITY REPORT***

**2014/2015**

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# INTRODUCTION

Welcome to our fourth annual Corporate Responsibility (CR) report. We are pleased to be able to share with you the CR component of our plan during 2014/2015 and our plans for 2015/2016. This report focuses on our strategy to improve our performance in the areas of our marketplace, our workplace, our environment and our community.

## ABOUT SHOOSMITHS

Shoosmiths LLP is a leading national law firm. At 30 April 2015 we had 143 partners and partner equivalents and 1,445 personnel working together as one team at 10 locations in England and Scotland, namely Basingstoke, Birmingham, Edinburgh, London, Manchester, Milton Keynes, Northampton, Nottingham, Southampton and Thames Valley.

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

We are accredited to the ISO 9001 quality standard 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 operating in 115 countries and an Equal Opportunities Employer. Our national charity partner 2014/2015 was Winston's Wish.

## FIND OUT MORE

### Shoosmiths website

[www.shoosmiths.co.uk](http://www.shoosmiths.co.uk)

### Access Legal website

[www.access-legal.co.uk](http://www.access-legal.co.uk)

You can read our CR policies and reports on the **CR section of our website**

[www.shoosmiths.co.uk/about-us/corporate-responsibility-252.aspx](http://www.shoosmiths.co.uk/about-us/corporate-responsibility-252.aspx)

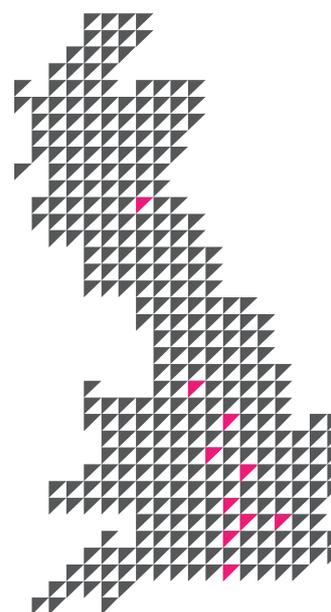
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# CHIEF EXECUTIVE AND CHAIRMAN FOREWORD

**Our commitment to playing a responsible role in society is aligned with our vision to be the leading national law firm famous for its superb client experience.**

CR forms part of our business planning and delivery because we are committed to continuous improvement and to addressing impacts associated with environmental, social, ethical and economic issues. Our endeavours to implement best CR practice, we believe, reinforce our brand and our values, strengthen relationships with our clients, and deliver greater efficiency and quality controls, all of which help us to achieve our investment and growth plans.

We have focused on building strong relationships with our clients and gaining a reputation for delivering quality legal advice which enables us to grow organically, particularly through recommendations. Our strategy puts clients at the heart of what we do and our commitment to corporate responsibility supports this. Investment has been made in our infrastructure and IT, with our financial and practice management system being major priorities.

Thanks to the passion and commitment of our teams around the business, our efforts have been recognised by our stakeholders across our marketplace, workplace and community work streams, and the results are detailed in this annual corporate responsibility report.

We would like to thank our former Chairman, Andrew Tubbs, who since 2002 has been such a champion of CR at Shoosmiths, not least during reviews of our business planning cycles and at major business events such as partner fundraising at our bi-annual partner conferences. Externally, he has also been an excellent advocate of the role we can play alongside other businesses in supporting our local communities.

Thank you to everyone who has supported us during 2014/2015.

Claire Rowe

Peter Duff

Chief Executive

Chairman



# BUSINESS STRATEGY

## OUR VISION

To be the leading national law firm famous for its superb client experience.

To achieve our vision we will listen and respond to our clients because we are really in tune with what is important to them. We will have the people, processes and systems in place to ensure that we can provide a consistent experience for clients, whichever services they buy from us – delivered with our distinctive personal touch.

Our 2014/2017 strategy builds on our strong foundations – great people, clients and locations – to achieve growth across our five practice groups. We have five areas of focus: clients, our people, growth and investment, internal efficiency and quality. Our values make it all happen, see page 13.

## FINANCIAL PERFORMANCE

Turnover for 2014/2015 was £102.6 million and profit was £16.8million.

## CR AND OUR BUSINESS STRATEGY

Our business plan was reviewed and updated during the year to reflect our priorities for 2014/2017. CR continues to be one of our priorities, ensuring that it remains integral to what we are known for as a business and therefore our success in the marketplace.

In understanding, measuring and addressing the direct and indirect economic, social and environmental impacts associated with our firm, our CR programme has identified two aspirations:

- To more closely align our CR activities both with our core business as lawyers and with our business priorities and those of our clients, for the benefit of all our stakeholders.
- To be recognised by all our stakeholders as an organisation which is a responsible corporate citizen in all our relationships.

We call our CR programme *Shine: Bright Ideas for Positive Change* because we want every member of staff to feel they can contribute to our CR aspirations and know how to do so. During the 2014/2017 period we will focus on four priorities in order to deliver our CR aspirations:

- Sustainable relationships with our community partners to ensure long-term benefit for the recipient organisation and for us with sustained staff engagement.
- A reduction in the impact of our business on the environment.
- Legal work undertaken with clients to support the CR components of their business plans.
- Broader selection of opportunities to enable a greater number of colleagues to engage with CR activities including with clients and intermediaries.



We will achieve the above by setting and reviewing targets in the following four areas of focus:

<p><b>Our marketplace</b> Working collaboratively in the marketplace to evidence best corporate responsibility practice aligned with our vision to be the leading national law firm famous for its superb client experience.</p>	<p><b>Our environment</b> Demonstrating high standards of environmental responsibility and minimising the environmental impacts associated with our activities, products and services.</p>
<p><b>Our workplace</b> Attracting, developing and retaining the best talent by reinforcing our values and providing a stimulating and rewarding working environment.</p>	<p><b>Our communities</b> Building and maintaining sustainable community relationships.</p>

Our focus in 2015/2016 will be to identify ways of reducing our energy impacts, encourage more of our colleagues to volunteer in our local communities and report back, to consider how we might embed our environmental and social goals in our supply chain and to re-energise our health and safety, wellbeing and diversity and inclusion programmes. We will also review how CR will continue to be aligned with the wider Shoosmiths goals in our updated business plan.

## OUR PRACTICE GROUPS

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

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



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

- Finance, which is responsible for ensuring compliance with the Solicitors Regulation Authority (SRA) Accounts Rules 2011 as well as strong financial management of the business.
- Human Resources, which is responsible for recruitment and diversity, reward and benefits (including learning and development and HR), estates management, health and safety and CR.
- Business Development, which is responsible for growing sustainable, profitable new business by maintaining and developing client relationships and building the firm's brand and reputation.
- Quality and Risk, which is responsible for oversight of all aspects of regulation, quality and compliance across the firm.
- Information Services (IS), which is responsible for implementing, managing and developing the technological infrastructure of the business.

In April 2015, Shoosmiths announced all its partners would move to an all-equity partnership from 1 May 2015, with 76 salaried partners becoming fixed-share, bringing the total number of equity partners to 126. 92% of the existing salaried partners chose to become members of the LLP as fixed-share equity partners, with the remaining 8% staying as salaried partners. The rationale behind this change is that we will be able to create greater opportunities if we have more equity partners sharing in the firm's future, inputting to strategic decisions, delivering ideas and pulling together to achieve our aims. From 1 May 2015 we will have four categories of partners: Salaried Partners, C Partners (transferred Salary Partners), B Partners (current Fixed-Share Equity Partners) and A Partners (current Equity Partners).

## SCOPE OF REPORT

This report was prepared for and approved by the Operations Board on 18 November 2015, providing a summary of Shoosmiths' CR progress between May 2014 and April 2015. It is the fourth 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 2014 and 30 April 2015.

# 2014/2015 HIGHLIGHTS

We are pleased to report a number of CR highlights during 2014/2015. These included:

## OUR MARKETPLACE

- October 2014      Ranked 35 out of 50 in the Financial Times Innovative Lawyers in Europe 2014 supplement and shortlisted for the overall award in the client service category.
- October 2014      Shortlisted as one of three finalists in the Excellence in Customer Service category of the Derbyshire and Nottinghamshire Chamber of Commerce Business Awards.
- February 2015      Placed second in the Legal Week Client Satisfaction Survey 2014. Shoosmiths was ranked above average in all the award categories and scored 8.9 out of 10 in both the 'Quality of Advice' and 'Personal/Partner Relationships' categories; high scores were also awarded by clients for 'Quality of Commercial Advice' (8.7) and 'Service Delivery/Responsiveness' (8.8).

## OUR WORKPLACE

- June 2014      Reaccredited with Investors in People Gold Standard – the first top 40 law firm to be reaccredited.
- June 2014      Recognised with a number of awards and rankings, including:
- Winner of Legal Week's Law Student Report Best Graduate Employer 2014
  - Named Top Law Firm (small intake) by TheJobCrowd in the Top Companies to Work For graduate employer rankings.
  - Best Trainer – National/Large Regional Firm at the 2014 LawCareers.Net Training & Recruitment Awards.
  - Two partners shortlisted for the Manchester Downtown in Business Women in Business Awards.
- July 2014      Topped the Legal Week's Employee Satisfaction Report 2014 for the 10th consecutive year.
- Sept 2014      Winner of Top Law Firm for Training Contracts & Vacation Schemes 2014/2015 and top for Best Satisfaction from Training Contract by AllAboutLaw.co.uk.  
Ranked 53rd in the top 100 undergraduate employer rankings by RateMyPlacement.
- October 2014      Launched a zero harm strategy and inspirational goal to coincide with the European Safety and Health at Work Week.
- Nov 2014      Came eighth overall and fifth nationally in the UK100 Black Solicitors Network (BSN) Diversity League Table; we have ranked in the top ten since the league table was established in 2006.

- Dec 2014 Topped five categories and featured in the top ten in another five in TargetJobs Inside Buzz rankings; the rankings help graduates to get the 'inside buzz' on what trainees really think of the firm they are working for.  
Shortlisted for Best Regulatory Law Firm at the 2015 Women in Compliance Awards.
- March 2015 Two partners were shortlisted for the Forward Ladies Women in Business Awards – North West and Isle of Man, in the Professionals category.

## OUR ENVIRONMENT

- 2014/2015 Undertook a major transformation of our IT infrastructure, including roll-out of a Systems Applications and Products (SAP) management system and a review to modernise and rationalise our printing infrastructure.
- 2014/2015 Review underway to determine the opportunities for greater agile working across the business.

## OUR COMMUNITIES

- May 2014 Commenced our new corporate charity partnership with Winston's Wish, aiming to raise £60,000 to fund two additional family services practitioners; we went on to raise and donate £74,961.
- June 2014 Our Milton Keynes office was presented with a Business in the Community Responsible Business Award South East Volunteering in recognition of its volunteering and pro bono programme.
- June 2014 Awarded a Payroll Giving Quality Mark – Bronze Award in recognition of the scheme we administer to allow colleagues to donate from their pre-tax salaries to charity.
- March 2015 Pennies from Heaven awarded Shoosmiths a gold medal for the fourth consecutive year, in recognition of more than 20% of colleagues donating their payslip pennies to charity.
- March 2015 Won the Micro-Tyco challenge, co-ordinated by the WildHearts Foundation charity – the month-long challenge, co-ordinated by our 2nd-year trainees, raised £15,412, which will be used to fund micro loans to help transform the lives of the world's poorest people in Africa, Asia and Latin America.



# GOVERNANCE

We aim to more closely align our CR activities with our core business activities and priorities and those of our clients for the benefit of all our stakeholders.

We have defined policies, processes, practices and control structures by which we ensure appropriate behaviour and consistent standards across the firm. Our management systems are accredited to the quality management system ISO 9001:2008 (accredited since 1995) and the information security management system ISO 27001:2013 (accredited since 2010) and are based on the health and safety management system OHSAS 18001:2007 and the environmental management system 14001:2004.

## ACCOUNTABILITY AND MANAGEMENT OF CR

We aim to raise awareness internally of the importance of CR in achieving our vision and business goals and to inspire employees to be active participants in our CR programme. The Corporate Responsibility Consultant, Nicola Ellen, reports to the HR Director and Operations Board member. The Corporate Responsibility Consultant is responsible for defining, reviewing and delivering the CR strategy, with each practice group head and director having responsibility and accountability for CR within their respective areas.

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

Our chairman – Andrew Tubbs until April 2015 and Peter Duff with effect from May 2015 – is responsible for ensuring the firm's drive and commitment is maintained. This includes ensuring a positive CR image is portrayed externally, while acting as a role model so that partners adopt similar CR behaviours and responsibilities.

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

- HR Director Louise Hadland leads on workplace, community and environment
- Business Development Director Karen Carter leads on marketplace (clients)
- HR Director and IS Director Shane Scott leads on marketplace (suppliers)
- Director of Quality and Risk Alison Matthews leads on quality and risk (with effect from June 2015).

**The practice group** heads for Commercial, Corporate, Private Client, Real Estate and Recoveries Services are responsible for embedding CR into their respective practice groups.



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

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 14), environmental law (page 18) and health, safety and environment (page 24).

## EMPLOYEE COMMITTEES

Our Forum for Employee Representatives has representatives from each Shoosmiths office and meets with the Chief Executive or Chairman every six months. 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 and CR updates.

Each office, supported by a network of CR Champions, operates a Community Investment Programme (CIP) committee, responsible for delivering the CR strategy locally. The committees co-ordinate activities to support our CR goals and targets, including fundraising targets for local charity partners and volunteering support for charities and other local community organisations.

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

Our regional Diversity Champions Forum shares best practice and discusses equality and diversity matters in order to determine opportunities to maintain and improve our approach.

## OUR POLICIES FOR CR

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 2014/2015 we reviewed our CR policy to reflect our 2014/2017 business plan and our volunteering policy to reflect our 2015/2016 plans to encourage more colleagues to undertake volunteering in the community. Our community investment policy remains unchanged and we will update our environment policy in 2015/2016 once the ISO 14001:2015 environmental management system standard has been published. Our health and safety policy is also published. The latest policy statements can be viewed on our website:

[www.shoosmiths.co.uk/about-us/corporate-responsibility-252.aspx](http://www.shoosmiths.co.uk/about-us/corporate-responsibility-252.aspx)

## PROGRESS AGAINST TARGETS AND DATA

We set targets to help us focus our efforts and drive progress in the business. Progress against our 2014/2015 marketplace, workplace, environment and community targets can be viewed at appendix one as well as our plans for 2015/2016. Appendix two provides performance data.

## OUR CULTURE

Culture and values are words commonly used in businesses but what do these terms mean to Shoosmiths? For us, 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 lack of 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 culture. We have just four values and like all the best and most effective things in life they are simple:

Our values are embodied in our brand which enables the people at Shoosmiths to build better relationships, thus delivering great results for clients.

We expect every partner and senior manager to believe in our values and behave in line with them. We constantly check this through appraisals, promotion criteria, reward and recognition and staff surveys.



## 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.

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 other statutory obligations.

Our policies cover such issues as anti-money laundering, data protection, anti-bribery and corruption, gifts and hospitality, quality and risk management and supplier management procedures. All colleagues complete training on the policies each year to ensure they are fully aware of their obligations.

## WHISTLEBLOWING

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

Staff are able to report suspected wrongdoing or dangers in relation to activities including criminal activity, miscarriages of justice, danger to health and safety, damage to environment, bribery, failure to comply with any professional obligations, financial fraud or mismanagement and any breach of the Solicitors Regulation Authority Accounts Rules, unauthorised disclosure of confidential information and deliberate concealment of any of the above matters.

## REGULATION AND RISK MANAGEMENT

We are authorised and regulated by the SRA and the Law Society of Scotland. Shoosmiths applied for Financial Conduct Authority (FCA) authorisation to conduct debt collecting and debt administration and is currently operating under an interim permission pending full FCA authorisation.

The Compliance and Risk Officers Committee acts as a forum to identify quality and risk issues. It evaluates significant operational and strategic risks, monitors risks and develops appropriate policies and procedures for consideration by the Executive Compliance Committee in relation to regulatory issues and escalation to the Operations Board.

The Director of Quality and Risk and team support, advise on and implement policies in consultation with the Partnership Council, Operations Board, the Executive Compliance Committee and the Compliance and Risk Officers Committee. Until April 2015 the Chairman's role encompassed the role of Director of Quality and Risk. In January 2015 Shoosmiths decided to recruit a full time Director of Quality and Risk to the board in order to take the approach to quality, risk management and compliance to a new level. Alison Matthews will take up the post on 1 June 2015. The Director of Quality and Risk is also responsible for maintaining an overview of risk management throughout Shoosmiths and ensuring that an open and receptive approach to solving risk issues is adopted by the Quality and Risk team and the wider firm.

We have detailed policies, procedures, guidance and training on all regulatory, risk management and compliance issues in place for our legal advisers and support teams. The Quality and Risk team monitor compliance with these policies and procedures.

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.

**First line** – Practice group heads and directors, through their report line to the Chief Executive, retain responsibility for risk management within their respective departments and practice groups. Shoosmiths



partners are responsible for ensuring compliance and overseeing risk management within their teams. The first line of defence is provided by nominated and trained partners/team leaders within each practice group who are responsible for identifying and managing risk directly through designated operational control mechanisms.

**Second line** – The second line of defence is the Quality and Risk Directorate which provides independent monitoring of the design and operations controls in the first line of defence, as well as providing advice and facilitating risk management activities.

**Third line** – The third line of defence is Internal Audit which is responsible for the independent audit function providing assurance that risks are properly identified, managed and mitigated. The auditor provides challenge to the first and second lines and reports directly to the Chairman and the Compliance Officer for Legal Practice (COLP) on internal audit findings, quality control and external audit.

## RISK MANAGEMENT FRAMEWORK

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

Risk is managed by a system of internal control. It encompasses a number of elements that together facilitate an effective and efficient operation, enabling Shoosmiths to respond to a variety of operational, financial, commercial and reputational risks. These elements include policies and procedures, comprehensive reporting, business planning and budgeting, high-level risk framework including risk registers, internal audit programme, external audit, third-party reports and annual review of effectiveness.

## BUSINESS CONTINUITY PROGRAMME

We have a robust Business Continuity Programme (BCP). 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.

# ENGAGING WITH OUR STAKEHOLDERS

We aim to be recognised by all our stakeholders as an organisation which is a responsible corporate citizen in all our relationships.

Our stakeholders or interested parties are any individuals or organisations that can affect, 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 address some of society's challenges. Examples of our approach highlighted throughout the report include sharing information, learning and sharing 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.
Community	Partnerships and projects, meetings, memberships/subscriptions, website, CR blog, 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 intranet briefings, monthly team briefs in every office, bi-annual chief executive presentations in every office, staff surveys and votes, training.
Professional bodies and institutions	Roundtables, seminars, advisory groups, benchmarking activities.
Regulators	Dialogue and meetings.
Suppliers	Meetings, operational and strategic reviews, tenders.

## SHOUTBACK

Our CR blog SHOUTback published 155 articles during the year. We use the blog to celebrate activities undertaken across the firm, by an office or team or by an individual and to raise the profile of the many organisations we are supporting. Stories feature our work in the community, including our approach to fundraising and volunteering, as well as the provision of pro bono advice. We also highlight activities associated with our health safety and environment programme, our approach to diversity and inclusion and our wellbeing offering to staff. Of the 155 articles published, 81% were community related, 3% environment, 11% marketplace and 5% covered a workplace theme. Highlighting the community aspects of our programme is important but we recognise that there is scope to increase the proportion of stories related to our wider CR programme. This in turn will help to raise awareness among our colleagues about the breadth and scope of our CR strategy.



# OUR MARKETPLACE

**We work collaboratively in the marketplace to implement best CR practice aligned with our vision to be the leading national law firm famous for its superb client experience.**

Our business plan builds on great foundations – great people, clients and locations – to achieve growth across our five practice groups.

We use external benchmarks to help us monitor progress, such as the Legal 500 rankings, an important third-party reference guide to the legal sector across the country. Legal 500 2014 saw 31% of our practice areas ranked as tier one across the UK. 29 of our teams were ranked as tier one and another 60 were recommended. We also had 180 individual legal advisors named and recommended.

Likewise our Chambers and Partners UK 2015 results saw 20% of rankings rising on the previous year and we reached number one in 14 categories, the highest number for the firm ever.

## OUR CLIENTS

To achieve our vision we work with our clients to fulfil their changing requirements using innovative ideas and an open-minded approach. Alignment with the needs of our clients includes helping them to deliver their own commercial and philanthropic goals that can make a positive contribution to society. Examples of our work for clients during the year included:

- Helping Regus, the world's leading provider of flexible workspace, to launch its 300th business centre in the UK.
- Advising Stagecoach South Western Trains in relation to the acquisition of a new fleet of Siemens Desiro City trains which will boost rail passenger capacity from July 2017 into and out of London Waterloo, the UK's busiest station.
- Advising Citygrove Securities Plc and subsidiary Albemarle Developments Ltd on all aspects of a retail and leisure scheme which incorporated a multiplex cinema, hotel and restaurants; the scheme was developed, let and forward sold as part of the regeneration of Southwater Square in Telford Town.
- Acting as legal advisers to the UK's only pop music genre-based literary festival, Louder than Words 2014 – celebrating oral, written and published words associated with the music industry.
- Advising Porterbrook Leasing Company who won a tender to procure and lease three new fleets of custom-built Bombardier Electrostar units to operate on the Gatwick Express, Thameslink and Great Western routes.



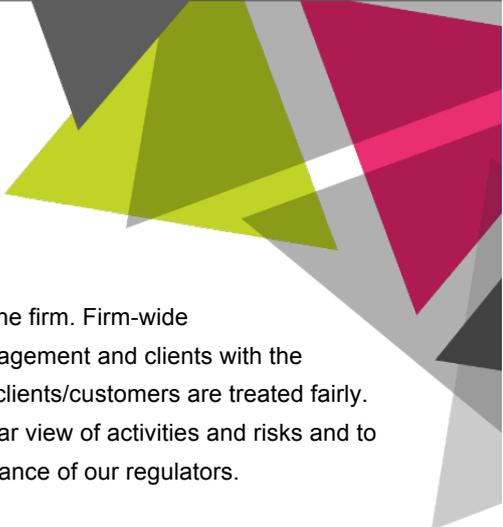
We are committed to the provision of legal advice on a pro bono basis to organisations and individuals unable to afford advice. Further details can be found in our communities section.

## LEGAL UPDATES ON CR ISSUES

We work with clients on many topics relating to CR issues. For example, our Environmental Law Group (ELG), works to increase the firm's environmental capability in response to demand for such advice from clients. Sub-groups operate for matters relating to commercial and renewable energy, carbon reduction commitment, real estate and litigation and regulatory matters. The ELG comprises members of the Commercial, Real Estate and Corporate practice groups.

During 2014/2015 we published 249 legal updates on our website. Articles with CR relevance covered such issues as:

- EU Regulations on CO2 Emissions for Automotive Manufacturers
- New sentencing guidelines for environmental offences
- New Part L of the building regulations: clarifying compliance
- Minimum energy efficiency standards and lettings
- Energy Savings Opportunity Scheme Regulations
- F and G ratings in Energy Performance Certificates
- New waste planning policy
- Listed buildings and conservation areas
- Updated HSE guidance on health and safety in care homes
- Construction (Design and Management) Regulations 2015 – the principal regulations for managing health, safety and welfare of construction projects
- E-cigarette policies in the workplace
- Managing occupational road risk
- Practical advice for treating potentially vulnerable customers
- Shared parental leave
- New flexible working regime
- Time off to care for a dependant – how soon an employer should know
- Obesity – the new disability?
- Making reasonable adjustments – when does an employer know that an employee is disabled?
- Fit for Work guidance published by Department for Work and Pensions to provide advice to employers dealing with long-term sickness absence
- Older workers and the legal framework for employers
- Pay: National Minimum Wage, Living Wage or Fair Pay
- Social media in the workplace
- Substance misuse in the workplace
- Department for Business, Innovation and Skills technical guidance published on changes to statutory adoption leave and pay
- The Social Action, Responsibility and Heroism Act aimed at giving a greater degree of reassurance and protection to good Samaritans and volunteers, among others
- Asking job applicants about criminal convictions during the recruitment process.



## TREATING CUSTOMERS FAIRLY

Treating customers fairly (TCF) is embedded from the top and throughout 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 ADULTS/MENTAL HEALTH

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

We have assessed our vulnerable adult and mental health issues policies for recovery services against the Money Advice Liaison Group's *Good Practice for Helping Consumers with Mental Health Conditions and Debt Awareness Guidelines*.

Partner Jenny Ogden is our Recoveries Services Group's Vulnerable Adults and Mental Health Issues Co-ordinator. She is responsible for implementing the group's vulnerable adults policy, logging issues and internal reporting on our performance each quarter. We also have an e-learning package for all staff, training for team specialists and regular review meetings. The awareness training explains the different circumstances that make someone vulnerable and the challenges they may face in dealing with their debts or communicating with us or our clients. Nominated specialists are kept up to date with new developments and exchange information on dealing with specific situations.

During the year, we also contributed a case study to a report from the Royal College of Psychiatrists and the Money Advice Trust on helping vulnerable people receive better service. The briefing, entitled *Lending, debt collection and mental health: 12 steps for treating potentially vulnerable customers fairly*, makes practical recommendations on steps that creditors, agents and debt advisers can take to engage with and help vulnerable people handle debt situations and reach better outcomes.

## OUR SUPPLIERS

We aim to work with suppliers whose CR standards reflect our own. We reviewed our purchasing policy and guidelines during the year against the BSI Standard Guide, Principles and Framework for Procuring Sustainably. Examples of supplier activities are included in the environment section of our report.

During 2015/2016 we plan to establish a supplier code of conduct which we will use to engage with our supply chain in our continued efforts to reduce the environmental and social impacts of our goods and services.

# OUR WORKPLACE

We aim to attract, develop and retain the best talent by reinforcing our values and providing a stimulating and rewarding working environment.

At the end of April 2015 we employed 1,445 people (1,329 full-time equivalent/fte), with 143 partners and partner equivalents in 10 locations. Our five practice groups (Commercial, Corporate, Private Client, Real Estate and Recoveries Services) are supported by Business Development, Central Management, Estates Management, Finance, HR, Information Systems (IS), Learning and Development, and Quality and Risk.

In June 2014 we were reaccredited with the Investors in People Gold Standard – the internationally recognised people management accreditation. We were the first top 40 law firm to be reaccredited and one of 7% of UK firms to have been successfully reaccredited to this level. The accreditation followed a nine-day audit which found that our employment strategy allows people to flourish as individuals, providing strong work satisfaction and centring on collaborative working which in turn leads to excellent client service. Our CR ethic was found to be well embedded.



*Shoosmiths is extremely focused on encouraging people to recommend improvements: managers do not view such suggestions as criticism in any way; they listen well and put people's suggestions into operation wherever possible. As a result of this encouraging and empowering culture, trust and respect are firmly embedded. Throughout the business there is a strong commitment to social responsibility which occurs naturally and strongly links into the pride staff have in working for the firm. Investing in people with Shoosmiths can be summed up in one quote from a member of staff who said 'Do I think they invest in people? They're brilliant!'*

**John Walden, Lead Assessor, Investors in People**



## TALENT ATTRACTION

At Shoosmiths everyone is valued. We work hard and we enjoy what we do. We aim to give everyone who joins us the support to build their career and skills. Not only do we have a talented workforce but also an inclusive one.

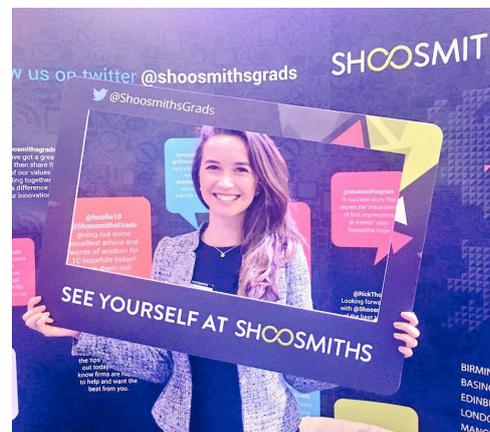
We have a dedicated team of recruitment professionals who manage talent attraction for the firm at all levels and across our network of offices. The team promotes internal mobility by ensuring all opportunities are advertised internally first, before exploring external candidates through our employee referral scheme, conducting a search assignment and advertising both online and offline.

## AN INCLUSIVE APPROACH TO RECRUITMENT

This approach to recruitment and people management is underpinned by our equality and diversity strategy and our equal opportunities and recruitment best practice policies. These are clearly visible on our recruitment website, during the annual Personnel Development Review (PDR) process, in our Values and in our annual collation and publication of diversity data.

We have conducted a CV blind recruitment process for our graduate-level hiring for over ten years, removing any potential bias on the grounds of gender, ethnicity or social background. Interviewers do not see a copy of the candidate's application form and assess purely on the basis of performance on the assessment day.

We have been accredited as a Two Ticks Employer and have utilised the Guaranteed Interview Scheme (GIS) for a number of years. The scheme guarantees disabled people an interview if they meet the minimum criteria for a job vacancy. In 2014/2015 we increased the profile of our participation with a deliberate question in our online application forms to draw it to the attention of all applicants. Not only has this increased the number of applicants who are open about their disability, it has also been reflected in the wider diversity data we capture. We have seen an increase in the number of applicants completing the questionnaire, and a rise in applications from under-represented groups. Applicants appear more comfortable being open with us.

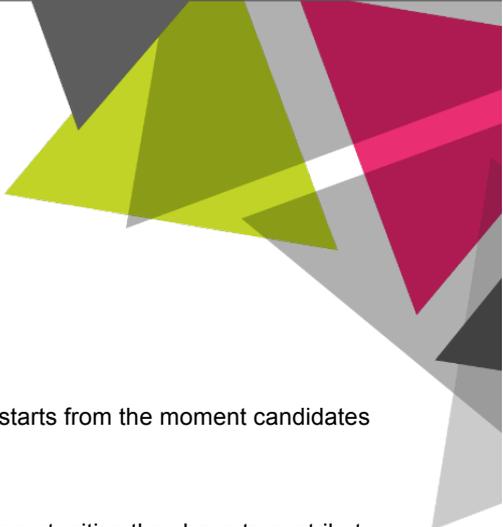


## VACATION PLACEMENTS AND WORK SHADOWING

Shoosmiths offers a one-week summer placement scheme to those who wish to pursue a career in law, with 50 places provided during the reporting year. Six of these places were offered to students who had signed up to the Legal Launch Pad scheme run by the Black Lawyers Directory. 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 76 places provided in 2014/2015.

## TALENT DEVELOPMENT

We aim to be transparent about career progression and publish promotion criteria on our intranet, making it clear what needs to be achieved to move to the next level. During 2014/2015 we promoted 108 colleagues, see appendix two.



## OUR TRAINEE PROGRAMME AND CR

Helping trainees understand that CR forms a key part of business success starts from the moment candidates consider what working at Shoosmiths might be like.

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

## REWARD AND RECOGNITION

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

## DIVERSITY AND INCLUSION

At Shoosmiths we promote diversity and inclusion and are committed to building a diverse workforce where individuals are recognised for their talent and contribution. This means that everyone who works for the firm is treated equally, whatever their sex, age, ethnic origin, colour, nationality, marital status, disability, sexual orientation, gender expression or religious beliefs.

We have a variety of initiatives in this area visible via our recruitment website and appraisal process and an internal network of Diversity Champions who help us to capture feedback, raise awareness and promote opportunities for employees.

As a founding signatory of the Law Society's Diversity and Inclusion Charter, we actively support initiatives to attract minority groups to the legal profession, such as the Black Lawyers Directory (BLD) Legal Launch Pad, and we partner with groups such as Birmingham Black Lawyers, Aspiring Solicitors, Women in Law and Black, Asian and Minority Ethnic (BAME) majority schools.

Shoosmiths was recognised as a leader within the profession for its diverse workforce, coming eight overall and fifth nationally in the UK Black Solicitors Network (BSN) Diversity League Table.

During 2014/2015 our Diversity Champions aimed to engage with third parties to promote greater social mobility in the legal profession. We partnered with Aspiring Solicitors to host a number of 'Springboard' careers events for undergraduate students who are the first in the family to attend university.

## Key diversity data

More detailed data is provided in appendix two.

		% of Shoosmiths staff
Gender	Male	29.8
	Female	70.2
Disability	Disabled	2.12
Ethnicity	White/European	88.29
	Ethnic minorities	9.97
	Unknown/prefer not to say	1.74

## FLEXIBLE WORKING

We are committed to helping staff achieve an effective work/life balance, enabling them to balance personal commitments and work demands. Our policies include:

- flexible working policy
- home and mobile working policy
- flexible holidays policy
- parental leave policy
- parent return to work policy
- your time policy 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
- volunteering policy encouraging one day a year volunteering in the community.

## 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 a number of issues including financial control, compliance, quality and risk, delivering valued legal services, CR, diversity, information systems, developing the business and product awareness training.

Our dedicated Learning and Development team help staff develop skills and knowledge as they advance in Shoosmiths. A variety of support tools are provided to allow employees to enhance their current skills and learn new ones. Training programmes are provided for staff at all levels and on different topics including business skills to enable teams to work smarter, developing and living our values, management, financial awareness and client development. For partners, both new and existing, there are programmes to provide guidance on leadership, coaching and strategic vision.

All employees receive regular refresher training on such subjects as anti-money laundering, data protection, anti-bribery and corruption, with e-learning and face-to-face training provided.

# HEALTH, SAFETY AND WELLBEING

We are committed to the health, safety and wellbeing of our staff and to the continual improvement of our management system and performance.

Our health and safety framework is based on the requirements of the Occupational Health and Safety Management System OHSAS 18001:2007 standard. High standards are expected across the firm and we put the resources in place to provide our staff with safe working environments.

We have a firm-wide Health, Safety and Environment Committee (HSE), chaired by the Health and Safety Manager with representatives from estates management, health and safety, HR and our CR Consultant. The committee discusses accidents and trends, and develops and reviews risk assessments, safe systems of working and training. It communicates with local office HSE committees and the Employee Forum.

Our health and safety management system is audited annually against the requirements of the OHSAS 18001:2007 standard to ensure that implementation of our procedures is conducted appropriately and consistently with our health and safety policy. Remedial actions are identified and taken, where needed.

All suppliers and contractors must meet our requirements. We carry out annual compliance audits of our major suppliers, which include health, safety and environmental requirements.

## PREVENTING ACCIDENTS IN THE WORKPLACE

We launched a zero harm strategy during European Safety and Health at Work Week in October 2014, setting ourselves the aspirational goal of 'zero accidents'. By working together we can achieve:

- Zero staff accidents on any of our sites
- Zero contractor accidents on any of our sites
- Zero client accidents on any of our sites.

In addition to reporting accidents and incidents in the workplace, we need all colleagues to think pro-actively about safeguarding the health and safety of everyone around them.

Colleagues are encouraged to think about how they can achieve zero harm by, for example, communicating with others about risk, raising questions in departmental meetings, recognising unsafe working practices, recommending improvements, rewarding safe practices and assisting others in reducing the risk of harm.

We also used the European Safety and Health at Work week to introduce defibrillators to our offices and brief staff on their availability. This was a response to a review by the Shoosmiths HSE Committee on risks associated with emergencies and heart attack incidents in the workplace.

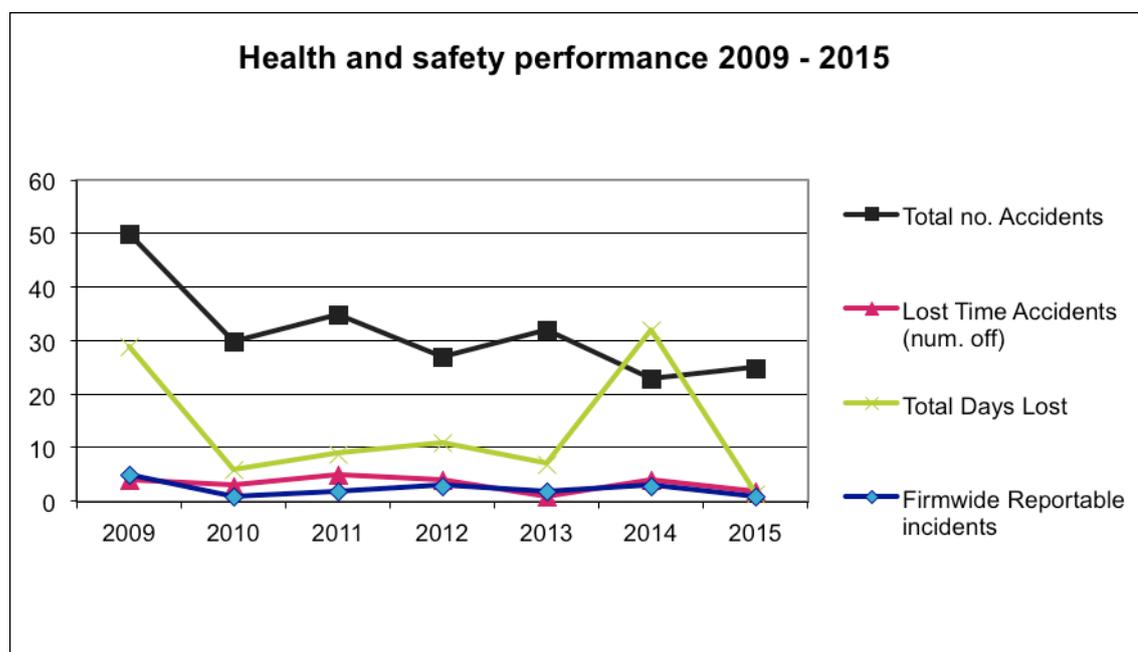
We ran a number of health and safety staff awareness campaigns during the year on topics including the importance of reporting potential accidents and dangerous situations (near misses), tips on reducing accidents

in the workplace, winter driving, changes to working conditions and the importance of regularly reviewing working positions.

## REPORTING AND PERFORMANCE IN 2014/2015

Our incident and hazard reporting procedures ensure that safety concerns, near misses or incidents are reported. Expertise is sought, any remedial actions completed and information documented. Information is recorded and shared between our offices and third parties as required. Accident statistics are analysed for any trends. An annual HSE progress report is prepared for the Operations Board.

During the 2014/2015 period 26 accidents were recorded, 5 lost time accidents and 12.5 total days lost.



The most common work-related accidents were related to trips and falls, burns and scalds. Analysis of both immediate causes and root causes was undertaken to identify and implement process improvements. HSE Committee meetings are used to share incident/accident information. Staff are made aware of main accident causes via meetings of our Employee Forum, and our annual HSE Committee training suggests how the lessons may be applied across our offices.

Accident statistics are published on our intranet health and safety site and reminders of safe working practices are communicated to staff.

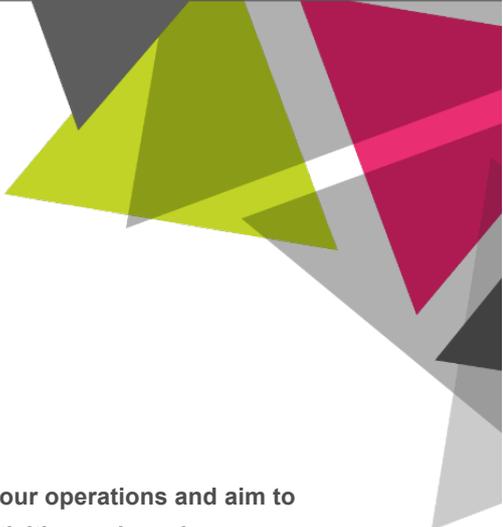
## WELLBEING

Our staff wellbeing programme, Your Lifestyle, encourages staff to adopt good practices and to achieve good health and wellbeing. We communicate via our intranet, team briefs and email. To support our colleagues we provide:

- Guidance on good workstation and home working practices

- 
- Weekly fresh fruit deliveries to our offices
  - Staff healthcare benefits
  - Staff discounts for gym and health schemes
  - HR and line manager support in relation to physical and mental health
  - External contacts for health advice and support
  - Briefings on wellbeing topics.

In October 2014 during European Health and Safety at Work Week we focused on the management of stress at work, how to recognise it and ways to combat it. We conducted a staff awareness campaign on the themes of 'mindfulness and wellbeing', 'stuck and unstuck' and 'refuelling and recharging your batteries'. Tips were provided on mindfulness at work, ideas and activities which can help us 'recharge' our batteries as part of our daily and weekly routines, and how to identify and manage stressful situations such as getting stuck on a plan that is not working, being faced with unexpected obstacles or having too much to do.



# OUR ENVIRONMENT

We demonstrate high standards of environmental responsibility in all our operations and aim to minimise the environmental impacts associated with our products, activities and services.

The most material environmental issues for our business are: paper and resource use; energy use and carbon emissions associated with our buildings, IT systems and employee travel; and waste and recycling.

## OUR ENVIRONMENTAL MANAGEMENT SYSTEM

Our environmental management system (EMS) is based on the EMS ISO 14001:2004 standard. Our environmental policy statement defines our approach to identifying and managing our direct environmental impacts and our commitment to continually improve our performance.

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.

We have set targets to improve our performance in key areas. These are approved by our Operations Board, and we have assigned clear ownership for their management and delivery. Appendix one reports progress against our 2014/2015 targets and lists our targets for 2015/2016. Appendix two reports on a number of key performance indicators. Achieving reductions in our environmental impact and delivery of our targets continues to be challenging as we grow our business, but we recognise the need and work to achieve absolute as well as relative improvements.

Shoosmiths operates an incident reporting system which includes environmental incidents. No environmental incidents were recorded during 2014/2015.

## PROPERTY ENVIRONMENTAL PERFORMANCE

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 10 locations include both single lease and multi-tenanted buildings. Two of the buildings we occupy – at Colmore Square, Birmingham and Spinningfields, Manchester – hold an 'excellent' rating from BREEAM (Building Research Establishment Environmental Assessment Methodology). The Apex Plaza Building, Reading, where we have an office, is ISO 14001:2004 certified.

Where we have direct control of our offices, for example in 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 2014/2015 we undertook internal audits as part of our annual health, safety and environmental audit schedule. This process is managed by our firm-wide health and safety manager. We also hired an external consultancy to carry out a desktop audit of compliance with Scottish environmental regulations. This was followed by two one-day site audits of our Milton Keynes and Edinburgh offices to assess environmental legislative and best practice compliance. We are implementing the recommendations across our offices as appropriate.

In 2015/2016 we will audit our entire environmental legislative register, our procedures and conduct site audits at our Nottingham and Solent offices.

## RESOURCE MANAGEMENT

### IT EQUIPMENT AND PRINTING

During 2015, we undertook a major transformation of our IT infrastructure, rolling out a SAP management system and upgrading our desktop technology. As part of this process, we rationalised our printing processes, equipment and managed print services system.

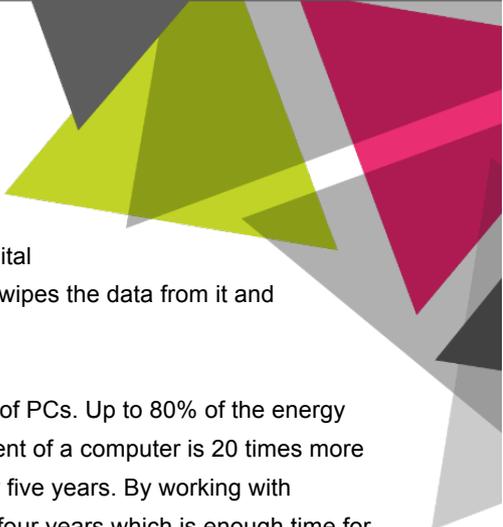
Over the last three years, we had seen printing volumes increase by 10%, with around 30% of printing being wasted. The new system uses 'follow me' printing, which reduces waste printing by requiring users to swipe a card before their documents are printed. Our printers are set by default to two-sided printing and black and white, reducing the use of paper and consumables. We formerly had one printer for every 4.7 people; the ratio is changing to one printer for approximately every 10.5 people. In parallel with these changes we launched a staff awareness campaign, encouraging people to 'Think before you print'. All in all, we expect to achieve significant savings.



### RECYCLING OLD EQUIPMENT

Our IT equipment is managed by our suppliers. We work with partner organisations to ensure that equipment that can no longer be used within the business is reused or recycled by others.

Fonebank takes back our old mobile phones and smartphone devices. Last year Fonebank received 76 units with a total weight of 15.2 kg. Of these 64 were exported for reuse to Tanzania, 7 units to Ghana and 5 were recycled for parts in the UK.



Since 2008, Shoosmiths has donated old 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.

There are significant environmental benefits associated with refurbishment of PCs. Up to 80% of the energy used in a PC's working life is expended during manufacture, so refurbishment of a computer is 20 times more efficient than recycling it.<sup>1</sup> At Shoosmiths, we upgrade our PCs about every five years. By working with Computer Aid, we can extend the life of our equipment by another three to four years which is enough time for 60 children per PC to be trained to a vocational level of IT literacy.

During 2014/2015, 288 items (2,758.5 kg) were donated to Computer Aid, with most of them sent to Ethiopia for reuse. Around 40% of items went to Burkina Faso and Zambia. Not all items could be reused, and 35 items (34 PCs, one printer) were recycled. Our equipment helped a number of organisations in these countries:



**Ethiopia** – Computer Aid sent computers to the Amhara Development Association (ADA), which helps to create health, education and employment opportunities. Computer Aid and ADA established IT classes in 25 schools in Amhara, which will make young people in this rural area more employable when they leave school. The used IT equipment donated by Shoosmiths helped up to 5,625 students from underprivileged communities in the first year and the 'labs' are expected to benefit 33,750 students altogether.

**Burkina Faso** – Used computer equipment was sent to L'Association Évangélique d'Appui au Développement (AEAD), a Christian organisation that invests in education, training, literacy and food security, in both rural and urban areas. The IT equipment benefited 10 schools within the AEAD network and was made available to more than 5,000 students.

**Zambia** – Some of the used equipment was sent to hospitals, helping them to digitise their systems, which will improve AIDS screening and enable doctors in rural locations to contact specialists to diagnose patient illnesses. Other equipment was sent to non-governmental organisations (NGOs) and schools, to assist young adults in setting up their own businesses.

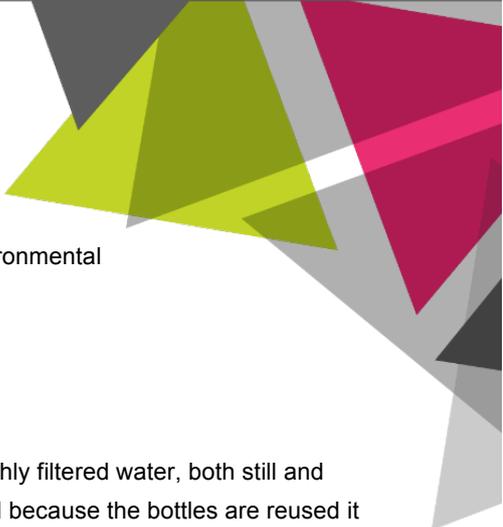
We also reuse furniture and equipment within the business where possible. For example, tables, chairs and cabinets no longer needed in our Edinburgh office following reconfiguration were transferred to our Milton Keynes and Northampton offices for reuse.

## STATIONERY

During 2014/2015 Shoosmiths used around 874 lines of stationery, of which 393 have environmental credentials. Of these lines, 85 products have 100% recycled content and 308 partial recycled content. We used 28 Forest Stewardship Council (FSC) certified paper products, which constituted about 30% of our paper spend.

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<sup>1</sup> Source: Williams E. and Sasaki T. 2003. Strategizing the End-of-Life Handling of PCs. In Williams, E. et al. (Eds) *Computers and the Environment: Understanding and Managing their Impacts*. Dordrecht: Kluwer Academic Publishers, pp. 183-196.



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

## **BOTTLED WATER**

We use on-site water purification systems across our offices to provide freshly filtered water, both still and sparkling. This has a lower carbon footprint than bottled mineral waters and because the bottles are reused it reduces waste. Between May 2014 and April 2015 we consumed 23,404 litres of water and avoided 18.17 tonnes of glass needing to be recycled or disposed of.

## **ENERGY AND CARBON**

We track gas and electricity consumption at our offices through monthly reporting. We increased the number of smart meters in our properties during 2014/2015 to automate the process of energy readings and to enable us to better analyse performance, identify trends and target reductions.

Our electricity consumption increased by 4.95% during 2014/2015 at sites where we control energy use. Our gas consumption, however, reduced by 2.48%.

As a consequence of the 2014 Energy Savings Opportunity Scheme Regulations we appointed an accredited lead assessor to conduct a gap analysis of our readiness for compliance and to measure our energy consumption and identify opportunities for energy efficiency improvements. Site energy audits will be carried out at our Birmingham, Lakes Northampton and Southampton offices to identify strategic and operational opportunities that will help us improve our energy management system.

During 2015/2016 we will also review our heating equipment at our Northampton Lakes office, and install replacement condensing boilers at the Northampton Victoria House, which we expect to increase energy efficiency by 60% and reduce gas energy consumption.

To raise employee awareness of climate change, we supported Earth Hour on the 28 March 2015. Our offices displayed posters, organised climate change quizzes, switched lights off and provided tips to colleagues on how to make a difference. We also jointly organised a climate change awareness day with Reading Borough Council and CBRE, the property consultancy, explaining progress in the Apex Plaza building to reduce environmental impacts and providing tips for tenants on how to 'power down'.

## **SMART TRAVEL**

With more than one million business travel miles undertaken by staff in 2014/2015 there is an opportunity to reduce business-related travel through agile working. This can improve efficiency, reduce costs and environmental impact and enhance work-life balance for our people. During 2014/2015 we reviewed our approach to flexible working including home working, hot desking and mobile working.

We are to pilot agile working at our Reading office and will analyse current ways of working with proposals to be implemented during 2016. The office will be monitored and new ways of working incorporated in subsequent firm projects.

Mobile working is a key consideration in all IT planning, enabling virtual working and collaboration supported by technical solutions such as Live Meeting, web cams, e-learning technologies and conference call facilities.

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

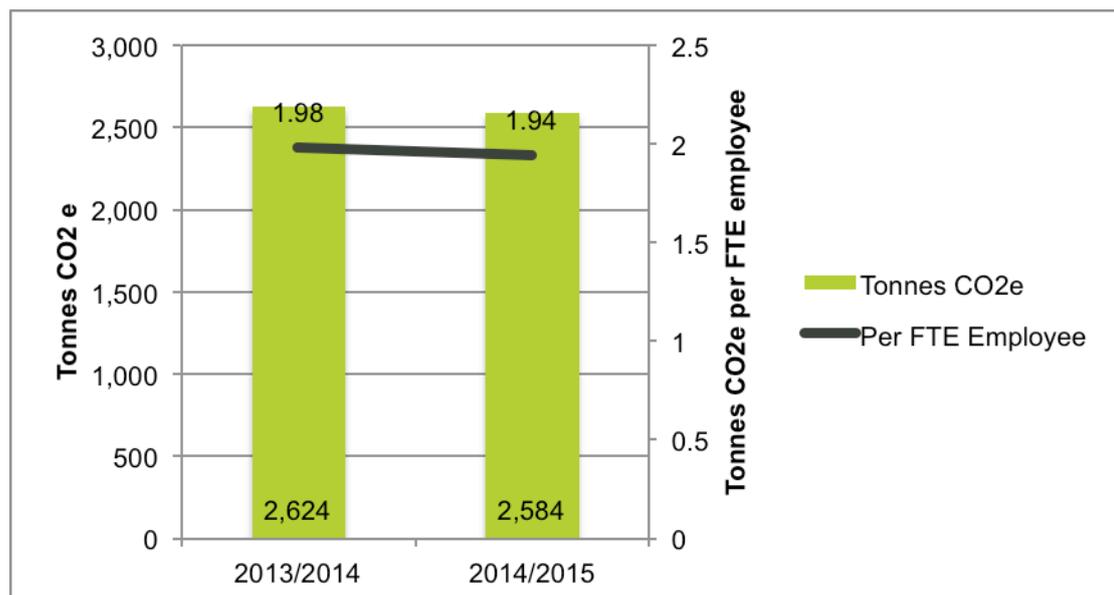
We provide interest-free loans for rail and business season tickets and participate in the government's Cycle to Work scheme. This initiative, co-ordinated on our behalf by the consultancy Gemelli Employee Benefits seeks to encourage take-up of cycling as a more sustainable mode of transport that also improves general health and fitness. We publicise the scheme on our intranet and during induction training for new employees. During 2014/2015, 37 colleagues took part.

## OUR CARBON FOOTPRINT

Our total carbon footprint was 2,584 tonnes CO<sub>2</sub>e during 2014/2015, equivalent to 1.94 tonnes per full-time equivalent employee. This includes emissions relating to office energy use, air conditioning and business travel.

Our carbon footprint data includes business travel relating to flights, cars, pool cars and taxis. We do not currently collect data for rail travel. In 2015/2016 we will invite colleagues to provide information on the type of fuel and age of personal cars used for business travel in an effort to improve the quality of data reporting.

Carbon footprint (Tonnes CO<sub>2</sub>e)



# WASTE MANAGEMENT

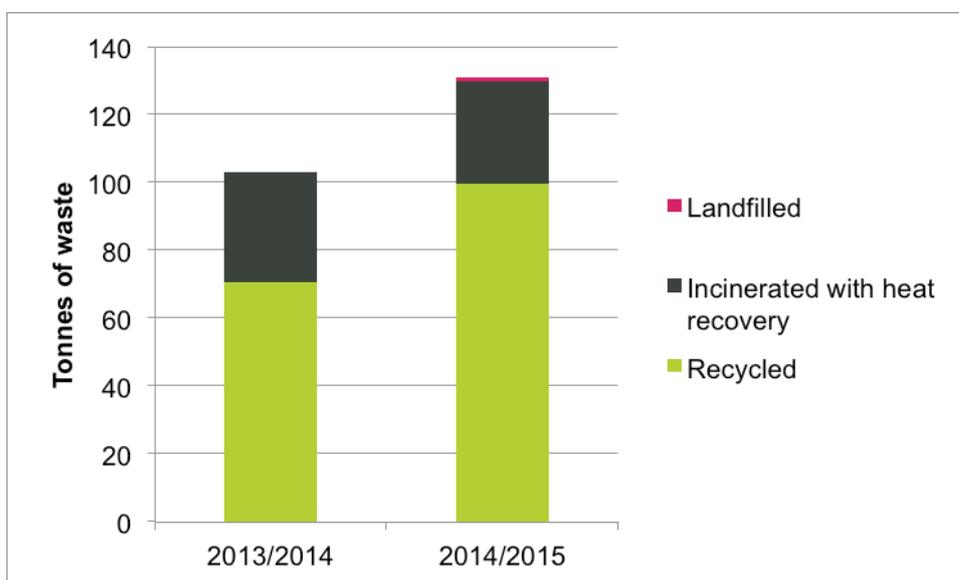
FISco, our estates management provider, manages our office waste (general and recyclable) in three office locations (Basingstoke, Northampton and Southampton). Some waste streams at our Northampton office are managed on our behalf by a provider.

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

We have data for waste produced in our Basingstoke, Northampton, Nottingham and Southampton offices. In 2014/2015, these offices produced 57.63 tonnes of general waste, of which 45% was recycled and 53% incinerated with heat recovery. Waste to landfill represented 2% of the total, and this was due to contamination. (This compares with 55.985 tonnes produced in 2013/2014, of which 42% was recycled.)

FISco also manages confidential waste from all our offices through a specialist company, Iron Mountain, with 73.536 tonnes collected in 2014/2015. The waste is shredded and recycled into tissue and toilet paper. By recycling confidential waste 255.17 m<sup>3</sup> of landfill space was avoided.

## Waste disposal and recycling (general and confidential waste)



# OUR COMMUNITIES

We aim to build and maintain sustainable community relationships.

One of the most important contributions we can make to communities is by providing pro bono legal advice to individuals, charities and community groups. We also support charities through donations and in-kind support and by encouraging employee fundraising and volunteering. We aim to support charities both at a local level, enabling us to have an impact in the communities where our offices are based, as well as partnering with organisations working at a national and global level, reflecting the global reach of our client base and supply chain. Since 2006 we have appointed a national charity partner each year, with the opportunity for our offices also to select local charity partners. Our community investment activities are co-ordinated by our network of CR champions.

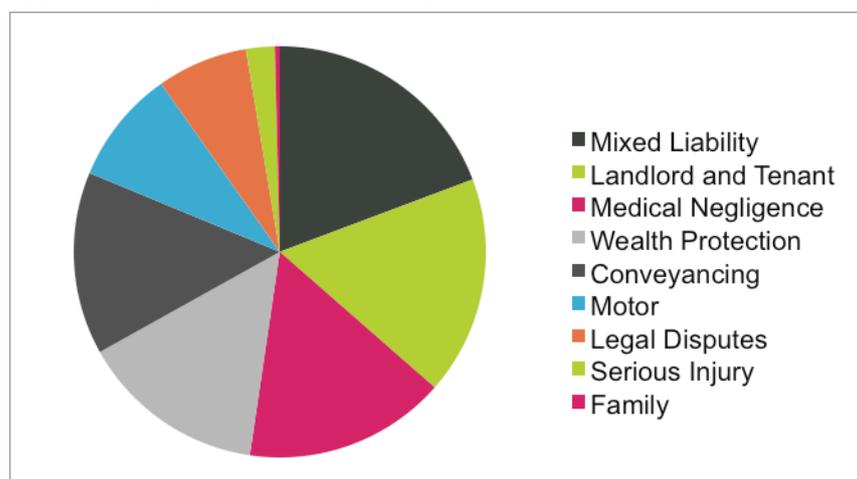
## PRO BONO LEGAL ADVICE

Pro bono legal work is legal advice or representation provided in the public interest 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.

Our colleagues provide legal advice to charities and individuals of their choice and we also support a number of pro bono clinics and programmes. 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. 928 pro bono hours were recorded during 2014/2015.

In addition, our Access Legal helpline established in January 2010 provides free advice to individuals. It operates six days a week and received 18,230 enquiries (not included in the pro bono hours stated above). We also introduced a family advice service during the year. Consumers can contact the helpline on 0808 163 6787 or via the email address [helpline@shoosmiths.co.uk](mailto:helpline@shoosmiths.co.uk).

### Types of enquiries to our Access Legal helpline 2014/2015



Our pro bono partners include:

**LawWorks** Since becoming a LawWorks member in 2009 we have supported a number of pro bono clinics based on the LawWorks model including clinics in Reading and Northampton. Our real estate and corporate practice groups support the LawWorks Not-For-Profits Programme which delivers free legal advice to charities, voluntary and community organisations and social enterprises. During 2014/2015 we provided lease review and lease termination advice and reviewed articles of association.

**Basingstoke Citizens Advice Bureau** We provide advice around seven times a year on consumer issues including advice on clinical negligence, landlord and tenant issues, court hearings and matrimonial issues.

**East Manchester Legal Advice Centre** Our Manchester office supports the East Manchester Legal Advice Centre operated in conjunction with students from the University of Manchester. Last year, Shoosmiths assisted clients with a variety of matters such as employment, property, pensions and contractual disputes. In future years our new family team in Manchester will be able to assist the centre in family matters.

**Edinburgh Centre for Professional Legal Studies** Our Edinburgh office supports the free legal advice centre provided by the Edinburgh Centre for Professional Legal Studies at the Edinburgh University School of Law. This service is provided by diploma students who are supervised by qualified solicitors and gives students the opportunity to take part in hands-on legal work for the benefit of the community. During 2015/2015 six clinic sessions were supported, assisting clients in such matters as property disputes and consumer law.

**Business in the Community (BITC) ProHelp** We support BITC's ProHelp scheme in the East Midlands (our Nottingham office) and the West Midlands (our Birmingham office). Cases taken on during the year included supply agreement advice for wholesale customers, reviewing a user contract, TUPE (transfer of undertakings) advice and land advice. We also supported a pro bono surgery organised by BITC during National Pro Bono Week 2014. Shoosmiths has committed to help fund the East Midlands programme for 2015/2016 following the ending of funding from the European Regional Development Fund.

Other pro bono work during the year included: legal work for the newly formed Reading Theatre and Arts Community Interest Company (CIC); advice to help the Booth Centre (a day centre for the homeless in Manchester) find new premises; and helpline advice for Action against Medical Accidents and the Birmingham Employment Rights Advice Line.



## CREATING A NEW SPACE FOR THE ARTS IN READING

The Reading Theatre and Arts Project is working to create a new performance and exhibition space in the centre of Reading that will benefit local residents and businesses. Shoosmiths provided pro bono advice to the project's Executive, which included incorporating a new community interest company, drafting all relevant documents and giving guidance on the pros and cons of different corporate structures.



At the press launch, Andrew Cumpsty, Deputy Chairman thanked Shoosmiths for its support and said, *'Reading deserves a theatre and arts centre of great quality. The Executive is determined to deliver this exciting development for our community.'*



## PRO BONO SUPPORT HELPS HOMELESS CHARITY

Shoosmiths and commercial property advisor GVA gave pro bono advice to a leading Manchester homeless charity after a surge of homelessness forced it to move to larger premises.

After 19 years based in Manchester Cathedral, the Booth Centre opened its new-look premises at Edward Holt House on Pimblett Street in 2014, following legal advice from Shoosmiths' Manchester real estate team. The new space contains an advice and skills centre which provides qualifications and training for people to get back into work. It also includes a café which can provide hot meals to over 100 people a day; shower facilities; access to medical care; an IT suite; a fully equipped training kitchen; education and advice rooms; a greenhouse and allotment and even a boules court.



*'The pro-bono support we received has greatly reduced the costs of setting up the new centre. It's fantastic that businesses working in Manchester are happy to give something back to the community and help to ensure that some of the most disadvantaged people in the city have the services they need.'*

**Amanda Croome, Chief Executive, Booth Centre**

# NATIONAL CHARITY PARTNER

We select a national charity partner each year. Barnardo's was our partner for 2013/2014 and Winston's Wish for 2014/2015.

## WORKING WITH WINSTON'S WISH

Winston's Wish is the UK's leading childhood bereavement charity and our corporate charity partner from 1 May 2014 to 30 April 2015. We set a target to raise £60,000 for Winston's Wish to pay for two additional family services practitioners. Our partnership resulted in over £74,961 being raised by staff and from partner donations. This contributed to the charity raising £2.457 million during the year, its best year ever.

Winston's Wish has one vision: that every bereaved child has access to support as and when it is needed. The challenge is great. Every day, more than 100 children in the UK lose a parent. Their lives are turned upside down and many will struggle to cope with such an enormous loss. Grief can be destructive for a child's future.

The charity offers unique support services for children aged 5–18, their parents and carers, specialist support for those bereaved by suicide or murder as well as families bereaved through the military. It reaches more than 40,000 bereaved children and young people in the UK each year through its helpline and specialist services. Last year more than 1,200 children received face-to-face support and more than 30,000 hours of specialist support was provided. Shoosmiths is proud that in 2014/2015 it supported more children than ever before.

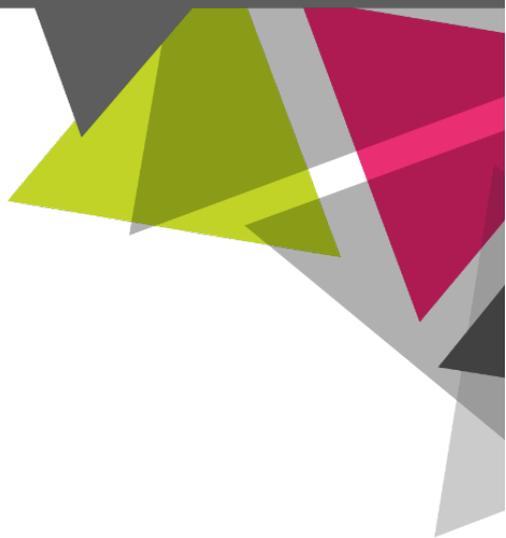
Shoosmiths staff and partners got involved in a wide range of activities to support Winston's Wish, co-ordinated by our office CR champions and first year trainees. These included:



- Great British Brekkie fundraising week February 2015, themed breakfast events hosted at all offices
- Partners conference fundraising evening with special guests including Barbara Want, trustee of Winston's Wish
- Breakfast event – Basingstoke office
- Pancake trolley – Birmingham office
- Fashion show – Edinburgh office
- Street collection – Manchester office
- Fundraising Northants vs Worcester cricket match – Milton Keynes office
- Doughnut sale and a Big Indian Food lunch – Northampton office
- Pantomime and calendar – Nottingham office
- Bake sales – Southampton and Thames Valley offices



*'Corporate support from Shoosmiths LLP raised £74,961 for Winston's Wish in 2014/2015. That alone is truly incredible. But Shoosmiths has offered us so much more. Fundraising initiatives at the company's offices have helped to raise awareness of our charity and the valuable work we do across the UK.'*



**Fergus Crow, CEO of Winston's Wish**

## TRAINEES MAKE IT HAPPEN FOR WINSTON'S WISH

The skills our trainees gain in their first few months at Shoosmiths set them up for a successful career and help instil core values, including pulling together, being creative and taking the initiative. That's why our first-year trainees are set CR challenges to achieve in their first six months.

In September 2014 our trainees were asked to:

- Raise £3,200 for Winston's Wish
- Identify opportunities and get involved in local office CR-related activities
- Complete the Winston bear photo challenge.

The trainees smashed their fundraising target for Winston's Wish, reaching £6,865 – more than double their goal. They also took part in many local CR-related activities from bake sales to half marathons and 5K runs, from performing in a pantomime to donating Christmas presents to disadvantaged children, and from volunteering for a local food bank to speaking at careers events and supporting pro bono clinics. Meanwhile Winston the life-size 'bear' made appearances at team briefings, helped staff the reception at our Solent office, raised funds on the streets of Manchester and participated in a 12K run.



*'Not only did I find this thoroughly rewarding from a personal point of view but I was really touched by all of our colleagues' generosity throughout the firm, this really showcased the great spirit of Shoosmiths!'*

**Trainee participant**



*'Participating in the trainee challenge has been an incredibly rewarding experience... Not only has it been a chance for us to develop as a team, but it has provided us with an opportunity to think laterally and creatively and use our organisational skills, all to raise money for a fantastic charity.'*

**Trainee participant**



*'I have been overwhelmed by the dedication and hard work that the trainees have shown. Not only have vital funds been raised to help support bereaved children and their families, but the trainees have helped greatly to lift the profile of Winston's Wish across the country.'*

**Kathryn Leverett, Community Fundraising Team Leader, Winston's Wish**

# LOCAL CHARITY PARTNERS

Our community investment programme committees (CIPs) determine local opportunities for engagement, providing a broad range of fundraising and volunteering opportunities for colleagues to get involved in. We also provide in-kind support to local community organisations. This includes hosting meetings, speaking at events, participating in trustee activities, donating used equipment and materials, sharing best practice and providing legal advice on a pro bono basis. Comprehensive details are provided in appendix three. Colleagues also want to support causes that matter to them personally and our CIPs support them to publicise or raise funds for these charities. We also acknowledge many of these fundraising efforts. In 2014/2015 colleagues' individual charity fundraising activities received £4,760 additional funds from Shoosmiths.

# NATIONAL MEMBERSHIPS AND RELATIONSHIPS

We partner with respected organisations in the CR field to learn from their expertise and to network and share ideas with other members. Our memberships in 2014 and 2015 included:



**Business in the Community (BITC)** – We have been a member since 2000 and this year organised a number of events during its annual Responsible Business Week. We are a member of several BITC initiatives including the East Midlands Advisory Board, Northamptonshire Employee Forum Network, ProHelp in the East and West Midlands regions and the West Midlands Community Leadership Team.



**Charities Aid Foundation** – We supported the #Giving Tuesday Campaign co-ordinated in the UK by the Charities Aid Foundation.



**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.



**Legal Sustainability Alliance** – The Legal Sustainability Alliance (previously the Legal Sector Alliance Acting on Climate Change) is a movement of law firms committed to reducing their carbon footprint and adopting environmentally sustainable practices. We provide an annual report as signatory and completed the 2015 LSA Carbon Footprint Protocol Report.



**Scottish Business in the Community** – We have been a member of Scottish Business in the Community since July 2013.

## SHOOSMITHS TRAINEES TOP MICROFINANCE CHALLENGE

Raise funds to support entrepreneurs in developing countries and help tackle poverty using just £1 seed capital – that was the challenge for our 20 second-year trainees in February 2015. Our teams competed alongside 4,000 participants from the UK, US and Afghanistan, coming first in the competition by raising an impressive £15,412. The money will transform the lives of 830 people through 62 £250 microloans by the WildHearts Foundation.

Micro-Tyco is a global business challenge for schools, universities and businesses. Teams are challenged to turn £1 into as much money as possible in a month using their entrepreneurial skills. The money raised is used by WildHearts to make microfinance loans to entrepreneurs in developing countries helping them to set up or expand small businesses.

WildHearts aims to tackle economic injustice and the charity invests funds raised as micro loans in 37 countries across Africa, Asia and Latin America to help the world's poorest people work their way out of poverty with dignity and respect. 40% of the world's population has no access to the banking system but microfinance gives loans to people living in poverty who have no security or formal ID. Each WildHearts loan typically transforms the lives of seven people, helping families to access better nutrition, education, housing and employment. Children of borrowers are less likely to be child labourers and are more likely to attend school and receive medical care.

Four Shoosmiths teams took part in the challenge, each supported by a business mentor colleague. The competition gave our trainees the opportunity to make a difference in parts of the developing world, while developing the communication, research, negotiation and client care skills they need to qualify. Activities organised by our teams included sport and wellbeing events such as 'bootcamp' sessions, yoga and virtual rowing; lectures and networking events; Valentine's Day deliveries; refreshments sales; an auction and raffle; and office fun days.



*'I'd like to congratulate Shoosmiths for winning the Micro-Tyco challenge. The team has demonstrated great creativity and entrepreneurial thinking and will now become "Global Ethical Investors" as WildHearts fund microfinance across the developing world on their behalf. The funds generated by the Shoosmiths team are predicted to help 830 people every year. We're very proud of the team and delighted that they share the WildHearts vision that business can be a force for good.'*

**Mick Jackson, WildHearts Founder**



*'The Micro-Tyco challenge was a crash course in project-management, thinking outside the box, getting out of your comfort zone and, most importantly, really pulling together as a team across office locations. The pride we felt when we saw the final total was incredible!'*

**Dannie Spencer, Shoosmiths participant**

# VOLUNTEERING

All our employees are entitled to take one day of paid leave per year for volunteering. During 2014/2015 1,210 hours of volunteering were undertaken by colleagues. Volunteering can make a real difference to the challenges charities and community groups are grappling with and it is an enriching experience for individuals. During 2015/2016 our intention is to encourage more of our colleagues to volunteer in their local communities.

Volunteering is important at all levels of the business and following the final Operations Board meeting of 2014/2015 our Board spent an afternoon volunteering for Birmingham Children's Hospital. More than 50 children were supported at two art sessions at the emergency and out-patient appointment waiting rooms.

## A VOLUNTEERING TALE ...



'We finished our Board meeting early and waited in reception for the volunteering co-ordinator of the Birmingham Children's hospital to pick us up. It felt strange to attend a Board meeting in dress down and there was a definite mix of apprehension, thrill and guilt about doing something different in the working day.'

We were split into two groups and each escorted to a waiting room where our task was to entertain children during what could be a long wait to see a doctor. We parked ourselves at a (very) low children's sized table full of arts and craft materials and there we sat for two hours. Two things tied us to our diminutive chairs, one being gravity (I envisaged needing ropes and pulleys to help me out) and the other the children who couldn't get enough of squeezing sparkly coloured glue all over paper, us and themselves.



Quite apart from the sheer joy of seeing children have fun and parents have a few minutes peace, it was such a pleasure to see my colleagues in different roles. In sharp contrast to the walk to the hospital when conversation was limited by thoughts of 'What on earth I am doing here? What have I let myself in for? I have so much work to do!', the walk back was accompanied by peals of laughter as one tale of the afternoon's exploits after another entertained us all. Of course you can take the lawyer out of the office but you can't take the competitor out of the lawyer; each of us convinced that our patient was smarter and more creative than any other. It was a rewarding afternoon which gave us a shared experience that has forged a very special memory. You can't help everybody but everybody can help one person; we did and it felt good.'

**Louise Hadland, HR Director, Shoosmiths**

# FEEDBACK

We welcome feedback about our approach and the content of our CR programmes, and we want to help if you have any questions or suggestions. 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](mailto:corporate.responsibility@shoosmiths.co.uk)

## GLOSSARY OF TERMS

ADA – Amhara Development Association  
AEAD – L'Association Évangélique d'Appui au Développement (Burkina Faso)  
BAME – Black, Asian, Minority Ethnic  
BCP – Business Continuity Plan  
BITC – Business in the Community  
BLD – Black Lawyers Directory  
BREEAM – Building Research Establishment Environmental Assessment Methodology  
BSN – Black Solicitors Network  
CIC – Community Interest Company  
CIPs – Shoosmiths Community Investment Programme committees  
COLP – Compliance Officer for Legal Practice  
CR – Corporate Responsibility  
ELG – Environmental Law Group  
EMS – Environmental Management System  
FCA – Financial Conduct Authority  
FSC – Forest Stewardship Council  
FTE or fte – Full Time Equivalent  
GIS – Guaranteed Interview Scheme  
HSE – Health, Safety and Environment  
IS – Information Services  
kWh – kilowatt-hour  
LSA – Legal Sustainability Alliance  
MALG – Money Advice Liaison Group  
NGO – Non-Governmental Organisation, such as a charity  
OHSAS – Occupational Health and Safety Management System  
PDR – Personnel Development Review  
SAP – Systems Applications and Procedures  
SRA – Solicitors Regulation Authority  
TCF – Treating Customers Fairly  
tCO<sub>2</sub>e – tonnes CO<sub>2</sub> equivalent

# APPENDICES

## APPENDIX ONE: PROGRESS AGAINST TARGETS

### 2014/2015 TARGETS

In line with our 2014/2017 business plan we set 19 targets for CR: 2 marketplace, 4 workplace, 7 environment and 6 community targets. We delivered against 16 with 3 areas where we need to continue to focus attention.

Key:

✓ - achieved

IP - in progress

× - not achieved

Objectives and targets	Performance and status	
<b>Work collaboratively in the marketplace to evidence best practice aligned with our vision to be the leading national law firm famous for its superb client experience.</b>		
Engage with our key clients to identify joint opportunities that support our respective CR aspirations.	Report maintained on intranet of client activities undertaken. During 2014/2015, 71 donations were provided to charities to support client activities and 49 reported client interactions on a variety of CR matters.	✓
Review the Shoosmiths Procurement and Supplier Management Policy to continue embedding sustainability criteria as part of our efforts to minimise environmental, social and ethical impacts associated with our sourcing practices.	Completed based on the BSI Standard, Principles and Framework for Procuring Sustainably: Guide.	✓
<b>Attract, develop and retain the best talent for reinforcing our values and providing a stimulating and rewarding work experience.</b>		
Maintain Investors in People Gold Accreditation status.	Achieved in June 2015.	✓
Ensure a proactive diversity agenda is active in each Shoosmiths office with activities led by the regional Diversity Champions.	See our workplace section and appendix three for detail.	✓

Launch Zero Harm project to further reduce accidents and incidents across the firm.	Launched strategy October 2014. See our workplace section for detail.	✓
Review our approach to agile working to determine scale and scope of flexible working environment.	Review continues for potential opportunities during 2015/2016.	IP
<b>Demonstrating high standards of environmental responsibility in all our operations and minimising the environmental impacts associated with our products, activities and services.</b>		
At sites where we control building energy use reduce electricity consumption by 3% in 2014/2015 versus 2013/2014. Where we do not control the building liaise with the landlord to identify opportunities to reduce electricity consumption.	+4.95% increase in electricity consumption.	×
At sites where we control building energy use reduce gas consumption by 3% in 2014/2015 versus 2013/2014. Where we do not control the building liaise with the landlord to identify opportunities to reduce gas consumption.	- 2.48 % reduction in gas consumption achieved.	×
Review the Shoosmiths documented environmental management system to align with the planned revision of ISO 14001:2004.	Reviewed and await final publication of 2015 standard due September 2015 for final revisions.	✓
Undertake rationalisation of our printing solution to reduce environmental impacts associated with number of appliances, energy and paper consumption.	Reviewed and to be implemented June 2015.	✓
Measure carbon emissions associated with the firm's operations and working with organisations such as BITC's Mayday Network and the Legal Sustainability Alliance identify opportunities for improvement.	2014/2015 = 2,584 Tonnes CO <sub>2</sub> e. Annual submission provided to LSA.	✓
Using an external organisation conduct a second party audit of the Shoosmiths Environmental Legislative Register and conduct site visits at two offices to assess legislative and best practice compliance, identifying opportunities for improvement.	Completed with site audits undertaken at our Milton Keynes and Edinburgh offices.	✓
Offices to support appropriate environmental awareness campaigns.	Supported Earth Hour and BITC's Responsible Business Week. Environmental volunteering opportunities highlighted to staff. Internal awareness briefings on reducing travel and travel costs.	✓
<b>Building and maintaining sustainable community relationships.</b>		
Raise £60,000 by end April 2015 to support corporate charity partner Winston's Wish to fund two additional family services practitioners.	£74,961 raised and donated. See our communities section of report for detail.	✓
Develop and implement a CR calendar to support appropriate national and local campaigns.	Campaigns included International Transgender Day of Visibility, International Women's Day, Earth Hour, Responsible Business Week,	✓

	Mental Health Awareness Month, European Health and Safety at Work Week, Manchester Food Poverty Awareness Campaign, Milton Keynes Surviving Winter Campaign, National Adoption Week, National Pro Bono Week, Giving Tuesday.	
Consider potential for expanding formal pro bono services provision by supporting appropriate schemes.	Pro bono legal advice provided for helpline services operated by Acting against Medical Accidents and Birmingham Employment Rights Advice Line.	✓
Report on impacts of pro bono services provided by legal advisers.	Achieved via annual reporting, SHOUTback and internal updates.	✓
Review the Shoosmiths colleague volunteering programme which enables colleagues to use their professional and personal skills to address social challenges in communities where we operate. New approach implemented from May 2015.	Programme for 2015/2016 approved by the Board and communicated to business.	✓
Co-ordinated via our CR Consultant, CR champions and community investment programme committees invest money and time in local communities via staff fundraising and in-kind support.	See our communities section and appendix three.	✓

# 2015/2016 TARGETS

In line with our 2014/2017 business plan, our four CR-related objectives and 23 targets (3 marketplace, 7 workplace , 8 environment , 5 community) are:

<p><b>Objective</b>  <b>Work collaboratively in the marketplace to evidence best practice aligned with our vision to be the leading national law firm famous for its superb client experience.</b></p>
<p>Review the ISO 26000:2010 guidance on social responsibility and identify opportunities to improve the Shoosmiths management system.</p>
<p>Engage with our key clients to identify joint opportunities that support our respective CR aspirations.</p>
<p>Engage with our suppliers on environmental and social matters to identify opportunities that improve environmental and social performance.</p>
<p><b>Objective</b>  <b>Attract, develop and retain the best talent for reinforcing our values and providing a stimulating and rewarding work environment.</b></p>
<p>Review the Shoosmiths documented health and safety management system to align with the planned ISO 45001 standard for an occupational health and safety management system.</p>
<p>Design and implement a staff awareness campaign to reinforce the Zero Harm programme aligned with our commitment to provide a safe and healthy work environment.</p>
<p>Review and implement a new approach to engaging staff about wellbeing.</p>
<p>Continue to review our approach to agile working, with our Reading office to be evaluated as a pilot location. Proposals to be implemented during 2016.</p>
<p>Review and implement an updated diversity strategy across the firm.</p>
<p>Increase individual autonomy and responsibility to learning by encouraging a greater blend of workplace learning and formal learning.</p>
<p>Establish a new employee recognition process whereby CR champions nominate colleagues who excel in the delivery of the CR component of the Shoosmiths business plan.</p>
<p><b>Objective</b>  <b>Building and maintaining sustainable community relationships.</b></p>
<p>Implement 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>Each office to support a local charity partner during 2015/2016.</p>
<p>Review opportunities to align our interaction with inclusion and wellbeing focused third sector organisations with our wider community investment programme.</p>
<p>Report on impacts of pro bono services provided by legal advisers.</p>
<p>Evaluate rationale for and feasibility of establishing a firm wide Shoosmiths Charitable Foundation.</p>
<p><b>Objective</b>  <b>Demonstrating high standards of environmental responsibility in all our operations and minimising the environmental activities associated with our activities, products and services.</b></p>
<p>At sites where we control building energy use reduce electricity consumption by 3% in 2015/2016 versus 2014/2015. Where we do not control the building liaise with the landlord to identify opportunities to reduce electricity consumption.</p>
<p>At sites where we control building energy use reduce gas consumption by 3% in 2015/2016 versus 2014/2015. Where we do not control the building liaise with the landlord to identify opportunities to</p>

reduce gas consumption.
Review and implement opportunities to improve the Shoosmiths energy management system.
Reduce business travel road miles by 20% 2015/2016 versus 2014/2015 by reducing work related travel and increasing public modes of road transport and without an associated increase in air travel.
Measure and report carbon emissions associated with the firm's operations and working with organisations such as BITC's Mayday Network and the Legal Sustainability Alliance to identify opportunities for improvement.
At sites where we control building water use measure water consumption and report in 2015/2016 CR report.
Using an external organisation conduct a second party audit of the Shoosmiths Environmental Legislative Register and conduct site visits at two offices to assess legislative and best practice compliance, identifying opportunities for improvement.
Offices to support appropriate health, safety and environmental awareness campaigns.

# APPENDIX TWO: CR PERFORMANCE DATA 2014/2015

## OUR YEAR IN NUMBERS

INDICATOR	UNIT	2013/2014	2014/2015
<b>Marketplace</b>			
Revenue*	£ million	£93 m	£102.6m
Profit*	£ million	£12.2m	£16.8m
<b>Workplace</b>			
Total employees**	Number	1,427 (fte 1,325.6)	1,445 (fte 1,329)
Total partners and partner equivalents**	Number	136	143
Full-time employees**	Number	1,129	1,119
Part-time employees**	Number	298	326
Number of promotions	Number	77	108
Promotions at each grade			
Equity Partner	Number	2	3
Salaried Partner	Number	6	4
Senior Associate	Number	16	11
Associate	Number	17	20
Qualified Legal Adviser	Number	11	15
Non-qualified Legal Adviser/Support	Number	25	55
Work shadowing placements	Number	59	76
Diversity^			
Male employees	%	30.12	29.8
Female employees	%	69.88	70.2
Disability			
Disabled employees	%	1.62	2.12
Not disabled	%	98.23	97.8
Not reported	%	0.15	0.08
Ethnicity			
White/European	%	88.07	88.29
African Caribbean	%	1.03	0.81
African	%	0.74	0.66
Asian	%	5.52	5.86
Chinese	%	0.44	0.44
Other	%	2.43	2.20
Unknown or not reported	%	1.77	1.74

INDICATOR	UNIT	2013/2014	2014/2015
Sexual orientation			
Heterosexual	%	74.15	76.71
Lesbian, gay, bisexual or transgender	%	1.55	1.54
Unknown or not reported	%	24.3	21.75
Age			
Under 25	%	14.95	16.15
26-30	%	16.79	17.33
31-35	%	18.63	16.86
36-40	%	13.62	13.54
41-45	%	11.12	11.33
46-50	%	10.31	10.04
51-55	%	6.41	6.75
56-60	%	4.49	4.70
61-65	%	2.87	2.46
66-70	%	0.74	0.77
71+	%	0.07	0.07
Religion/belief			
Buddhist	%	0	0
Christian	%	41.02	43.12
Hindu	%	1.7	1.61
Jewish	%	0.29	0.15
Muslim	%	1.84	2.12
Sikh	%	1.1	1.46
No religion	%	14.21	14.50
Other	%	0	0.07
Unknown or not reported	%	39.84	36.97
Socio-economic background: higher education			
First-generation university graduate	%	4.86	5.28
Did not attend university	%	6.92	8.27
Unknown or not reported	%	88.22	86.45
Socio-economic background: school			
Fee-paying school	%	0.74	2.71
State school	%	2.06	10.15
Unknown or not reported	%	97.2	87.14
<b>Environment</b>			
Carbon footprint	Tonnes CO <sub>2</sub> e	2,624	2,584
Carbon footprint per employee (fte)	Tonnes CO <sub>2</sub> e	1.98 <sup>s</sup>	1.94
Electricity consumption	kWh	3,651,678	3,832,440.8
Gas consumption	kWh	1,441,788	1,406,089
General waste generated (Basingstoke, Northampton, Nottingham and Southampton offices)	Tonnes	123.33	57.63

INDICATOR	UNIT	2013/2014	2014/2015
General waste recycled	%	39.39%	45%
Confidential waste collected and recycled	Tonnes	47	73,536
<b>Community</b>			
Corporate charity partner – colleague fundraising and partner donations	£	£74,993	£74,961
Number of colleague volunteering hours	Hours	1,017	1,210
Number of colleague pro bono hours	Hours	919	928
Total volunteering and pro bono hours	Hours	1,936	2,138

\* For the year ending 30 April 2015

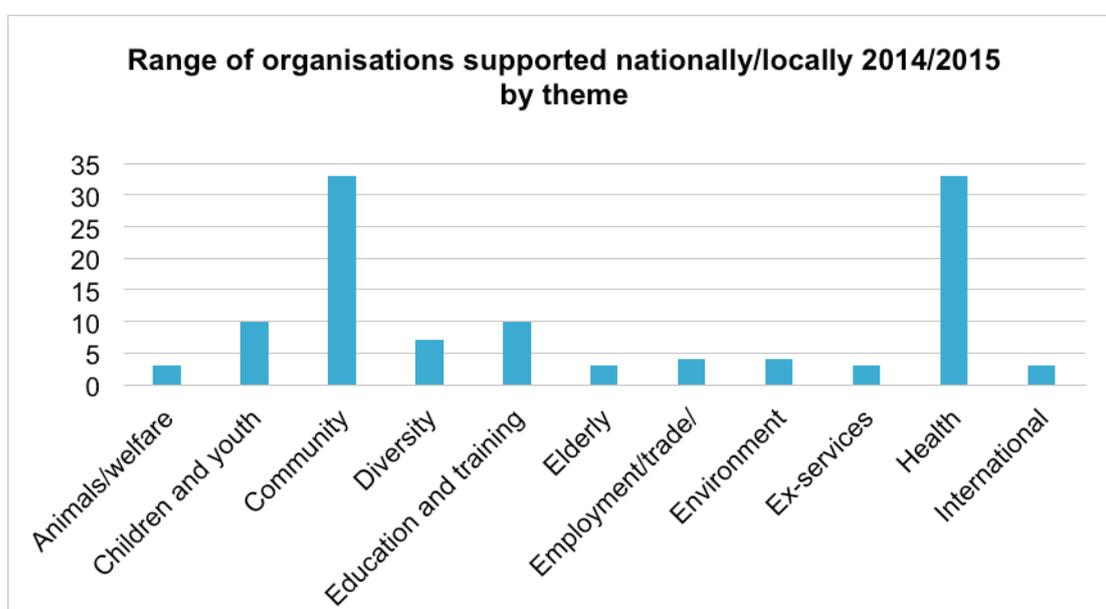
\*\* As at 30 April 2015

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

^Diversity data includes all staff.

# APPENDIX THREE: ORGANISATIONS AND PROGRAMMES SUPPORTED BY SHOOSMITHS AT NATIONAL OR LOCAL LEVEL DURING 2014/2015

113 organisations were supported via fundraising, donations, volunteering or other in-kind support during 2014/2015. £182,728 was raised for these organisations through staff fundraising and firm donations. In the Communities section of our report you will also find details of some of the charities and community organisations we advised through the provision of pro bono legal advice. In the table below, amounts raised have been rounded to the nearest £1.



Organisation	Activity/Outcome for organisation
Abbey Catholic Primary School	Access Legal colleagues at our Birmingham office visited the school during its Bicycle Awareness Fortnight, aimed at encouraging children to become active and learn key safety tips on two wheels.
Action against Medical Accidents (AvMA) is a charity that provides advice and support for people affected by medical accidents.	Our Basingstoke-based choir won the AvMA Medical Legal Choir Challenge in October 2014, and then performed as part of the Brandenburg Concerts at St Sepulchre-without-Newgate in London. All funds raised from the competition were donated to AvMA. The choir raised around £500 of the total £3,500.
Action for Children is a charity that supports	The charity was shortlisted as a charity partner by

vulnerable children and young adults in the UK. It challenges injustice and empowers children to overcome the obstacles in their lives.	our Manchester office for 2015/2016 and received a donation of £75.
Age UK Northamptonshire is a charity providing a source of advice, information, companionship and support to older people.	Charity partner for our Northampton office in January 2015. £882 raised.
Alzheimer Scotland is a charity and the leading dementia organisation in Scotland, providing an extensive range of support services. Former Edinburgh office charity partner.	Dementia awareness sessions were organised for Edinburgh colleagues to gain a greater understanding of dementia. Support was provided at the Alzheimer Scotland Ball, which included a performance by the band Einstein's Wardrobe. The line-up included a Shoosmiths private client partner.
Alzheimer's Society is the UK's leading care and research charity for people with this disease and other dementias, their families and their carers.	Selected as charity partner for Basingstoke office for 2015/2016.
Ambitious About Autism is a charity that works to make ordinary things possible for children and young people with autism.	Cake sale in Northampton office to support a colleague's London marathon fundraising – the sum of £327 was raised.
Asbestos Support West Midlands is a charity offering help and advice to people suffering from asbestos-related diseases.	In July 2014 Access Legal supported the Action Mesothelioma Day in the West Midlands – an annual event for sharing experiences, raising awareness and promoting the need for research.
Aspiring Solicitors is an organisation committed to increasing diversity in the legal profession.	A number of 'Springboard' careers events were hosted for undergraduates who are the first in the family to attend university.
As Soon as Possible Cat Rescue is a charity that rescues unwanted and stray cats, with re-homing and fostering services.	Our Southampton office made a £100 donation.
Barnardo's is one of the UK's leading children's charities working directly with over 200,000 children, young people and their families every year. Barnardo's is a former Shoosmiths national charity partner.	Our Corporate Responsibility Consultant is a member of the Barnardo's Fundraising Advisory Board. We joined Barnardo's Scotland in May 2014 during Foster Care Fortnight to take part in a number of radio interviews which included discussion of recent changes in Scottish law concerning foster placements and adoption. Our Manchester colleagues completed the Manchester 10K run, raising £1,200 for Barnardo's. Our Nottingham colleagues completed the Yorkshire Three Peaks Challenge, raising £872 for Barnardo's.
Basingstoke Citizens Advice Bureau provides free, independent and confidential advice.	Basingstoke colleagues provide pro bono support for an afternoon every six weeks.
Basingstoke Foodbank provides a minimum of three days' emergency food and support to local	Basingstoke colleagues collected 49 kg of food items, equivalent to 117 meals, on #Giving

people in crisis.	Tuesday on 2 December 2014.
Basingstoke NeighbourCare helps aged, infirm and disabled clients with transport to medical appointments, the library, shopping, etc, with its volunteers staying with them throughout.	Our Basingstoke office made a donation of £500 to ensure help for over 500 elderly and vulnerable people in the area.
Birmingham Black Lawyers aims to have a tangible effect by vigorously promoting a higher level of integration within the legal community.	In January 2015 we hosted an open evening for student members, with our colleagues speaking about their paths into a legal career; 25 students attended and a repeat evening is planned as an annual event.
Birmingham Children's Hospital Intensive Care Unit is part of one of four standalone children's hospitals in the UK.	The Unit was the charity partner for our Birmingham office in 2014/2015. The office raised and donated £7,642, and the partnership was extended to 2015/2016. Our volunteer activities included a gardening project, decorating wards at Christmas and supporting art and craft sessions. See the volunteering section of this report for more detail.
Birmingham Professional Services – Birmingham Future is a membership network for young professionals.	A Birmingham colleague chaired Engage for Birmingham Future, helping to co-ordinate a number of school projects, including two Dragons' Den projects where pupils pitched their business ideas to dragon judges, plus advice about a career in law.
Birthrights is a charity dedicated to improving the experience of pregnancy and childbirth by promoting respect for human rights.	Our Southampton office made a £100 donation.
Black Lawyers Directory aims to make a real difference on diversity, highlighting areas where much is being done and areas that could do better and showcasing talent.	We have been involved in the Legal Launch Pad programme since its launch nine years ago. In early 2015 we provided three skills workshops for the programme as well as support for career fairs, networking sessions and CV/interview advice to the 40 students in the programme.
Brain Tumour Research is a charity aiming to find a cure for brain tumours and is building a network of experts in sustainable brain tumour research.	Our Northampton office supported the Wear a Hat Day on Friday 27 March 2015 to raise awareness for brain tumour research. £139 was raised.
Brainwave is a charity concerned with cerebral palsy, autism and developmental delay in children. Former Shoosmiths national charity partner.	Following our charity partnership with Brainwave, during the year we made a donation of £42,000 in conjunction with Temple Legal Protection. To date, Brainwave has received more than £120,000 from Shoosmiths and Temple.
British Association for Adoption and Fostering supports, advises and campaigns for better outcomes for children in care.	Access Legal supported National Adoption Week during 3–9 November 2014 to raise awareness of adoption and fostering across the UK. Our Manchester office also hosted a meeting.
British Heart Foundation is the UK's leading heart	The Foundation was chosen as a charity partner of

charity whose pioneering research has helped to transform the lives of people living with heart and circulatory conditions.	our Northampton office in October 2014 and £934 was raised. Our Southampton office also made a donation of £100.
British Red Cross is the UK branch of the global humanitarian organisation that also meets local needs, including first aid training.	Charity partner for our Northampton office (May 2014), which raised £873 for training people in first aid in deprived areas of Northampton. The charity also provides bi-annual refresher training for first aiders at our two Northampton offices.
Business in the Community is a business-led charity committed to building resilient communities, diverse workplaces and a more sustainable future.	We are corporate members of BITC and members of its Mayday Network, Northamptonshire Employee Volunteering Network, Nottinghamshire Business Class, East Midlands and West Midlands ProHelp Groups and Read to Succeed.
Camp Mohawk is a day centre in Wargrave, Berkshire, for children with special needs.	Colleagues at our Thames Valley office volunteered in September 2014.
Catch 22 is a charity that helps disadvantaged young people and families turn their lives around.	Nottingham colleagues took part in a school sports day organised by Cherry Professional (a local recruitment agency) to help raise funds for Maggie's and Catch 22 charities.
Central and East Northamptonshire Citizens Advice Bureau provides advice to people on a wide range of problems.	Our Northampton office has provided pro bono services since November 2011 and holds a monthly clinic. A donation of £250 was also made.
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 (£2,626 was donated to 15 charities in 2014/2015). Shoosmiths participated in the inaugural #Giving Tuesday campaign on 2 December 2014 and featured as a case study on the campaign's website.
Chest, Heart and Stroke Scotland is a charity that promotes research, offers advice and support, and acts to influence public policy.	Our Edinburgh office raised £148 in November 2014.
Children in Need is a charity that supports disadvantaged children and young people.	Colleagues at our Southampton office organised a lunch and quiz, raising £81. Our Thames Valley colleagues raised £97 by organising a colourful Christmas Jumper Day.
CLIC Sargent is the UK's leading charity for children and young people with cancer.	Our Southampton office donated £100. Colleagues also supported the charity's Big Wig Wednesday to show support for children and young people with cancer, raising a further £20.
Combat Stress is a charity that helps veterans suffering from mental health problems.	Our Southampton office donated £100.
Comic Relief is a fund-raising charity that makes grants to projects to help eradicate poverty and social injustice.	During Comic Relief's Red Nose Day on 13 March 2015, our Basingstoke colleagues raised £78, our Northampton colleagues £606 and our Southampton colleagues £86.

CommuniCare is a support centre in Reading that provides advice on a range of issues.	Since November 2009, our Thames Valley office has provided pro bono services and holds a monthly legal clinic. Thames Valley colleagues also took part in the London Legal Walk, raising £160 for London Legal Support Trust and CommuniCare. A further Reading Legal Walk was undertaken in September 2014, with half of the £415 raised donated to CommuniCare. A donation of £150 was also made by the Thames Valley office to CommuniCare.
Computer Aid International is a non-profit organisation that procures used IT equipment and sends it to the developing world.	Redundant IT equipment from our offices is donated for reuse in developing countries; 288 items were donated in 2014/2015. See also our environment section.
CSR Legal Network is a forum for CSR professionals in law firms.	Member since September 2010.
Depaul UK is a charity that works with local communities to prevent homelessness and to help disadvantaged and homeless young people.	Our Manchester office selected Depaul UK as its office charity partner for 2014/2015, raising £4,981. There was also a 'sleep out' by the Head of Office, and colleagues participated in the Manchester Food Poverty campaign. In December 2014 colleagues prepared Christmas dinner for residents at Stratham House, Rochdale.
East Manchester Legal Advice Centre is a legal clinic for the public (resulting from a collaboration between Manchester Settlement, University of Manchester, College of Law, New East Manchester and LawWorks North).	Our Manchester colleagues provide pro bono support to University of Manchester students who operate the legal clinic.
Edinburgh Centre for Professional Legal Studies is a centre dedicated to legal education and training.	Edinburgh colleagues have provided pro bono support since March 2013 to law school students who help operate a free legal advice centre.
Forces in the Community is a Nottingham-based charity which supports ex-service personnel and their families.	Our Northampton office selected Forces in the Community as its charity partner in August 2014 and raised £936. In June 2014 Access Legal colleagues supported the Armed Forces Day. For Remembrance Sunday, Access Legal colleagues provided support and helped at the finish line of the 100-mile Run of Respect, an event organised by Forces in the Community and the Royal British Legion.
Foundation for Social Improvement is a charity that provides strategic support to small charities.	Shoosmiths participated in two panel discussions organised by the charity, during events in June and October 2014.
Free Legal Advice Group for Domestic Violence is a charity that helps victims of domestic violence or abuse.	Our Reading colleagues took part in the Reading Legal Walk in September 2014, raising £415 which was split between four local groups who provide

	free legal advice.
Glasgow Council for the Voluntary Sector is a membership organisation for voluntary and community organisations in the city.	Shoosmiths took part in a half-day workshop in November 2014, explaining what is new and what is imminent in the world of law.
Great Ormond Street Hospital Children's Charity raises money to enable the hospital to continue to provide high-quality care for its young patients and their families.	Southampton office made a £100 donation.
Guide Dogs is a charity that trains dogs to help people who are blind or partially sighted; it is also a campaigning organisation.	This is the charity partner selected by our Thames Valley office for 2013/2016. The office raised £2,121, mainly through 'mufti day' collections and a Name the Puppy competition.
Hazeley Academy, Milton Keynes.	Shoosmiths spoke at a business breakfast to Year 10 students interested in a career in law.
International Transgender Day of Visibility is an annual event of awareness-raising and celebration that takes place on 31 March.	We raised awareness and acknowledged diversity with regular tweets and Facebook posts to support events and improve access to the legal profession.
International Women's Day takes place annually on 8 March and in 2015 had the theme of 'Make it Happen'.	Nearly 40% of the firm's partners are female and we have a female Chief Executive. As we celebrated International Women's Day with regular tweets and Facebook posts, we highlighted our own achievements and posted profiles of our female leaders.
Internet Watch Foundation is the UK hotline for reporting criminal online content.	The Foundation was shortlisted by our Manchester office as a charity partner for 2015/2016 and received a £75 donation.
Jeans for Genes is an annual fundraising day that raises money to help children with genetic disorders.	Our Southampton colleagues raised £85 from a 'dress down' Friday on 19 September 2014.
LandAid Charitable Trust is a charity sponsored by the property industry that helps disadvantaged children and young people.	Colleagues from our Southampton and Thames Valley offices took part in a mixed touch rugby tournament in Eastleigh.
Law Society Diversity and Inclusion Charter. The Law Society Diversity Access Scheme provides support to talented people who have to overcome particular obstacles to qualify as a solicitor.	Founding signatory 2009.
LawWorks is a charity in England and Wales that connects volunteer lawyers with people in need of legal advice who are not eligible for legal aid and cannot afford to pay.	We provided pro bono advice to LawWorks and supported pro bono clinics in Reading, Northampton and Manchester. Our real estate and corporate practice groups also support the LawWorks Not-For-Profits programme.
Legal Sustainability Alliance (LSA), formerly known as Legal Sector Alliance Acting on Climate Change, is a movement of law firms and organisations committed to working collaboratively to take action on climate change.	Pioneer member December 2008, signatory to the seven climate change principles for which we provided a progress report during 2015 and submission to the 2015 LSA carbon footprint Protocol Report.

London Legal Support Trust raises funds for free legal advice services in London and the south east.	Thames Valley colleagues took part in the London Legal Walk, raising £160 for the London Legal Support Trust and CommuniCare and in the Reading Legal Walk, raising a further £415 (half donated to CommuniCare). Other charities benefiting from the funds raised were Free Legal Advice Group for Domestic Violence (FLAG DV), Reading Refugee Support Group and Reading Citizens Advice Bureau.
Macmillan Cancer Support is a charity that improves the lives of people affected by cancer. Former Shoosmiths national charity partner.	Two employment law workshops were organised in June and November 2014 with Shoosmiths providing briefings on an employer's legal responsibilities to employees who are caring for a person with cancer or who have cancer themselves. Also in 2014 there were fundraising activities at our Manchester office (ice bucket challenge), our Edinburgh office (supporting the World's Biggest Coffee Morning and raising £126), our Northampton office (coffee morning plus September 2014 'dress down' collections, raising £1,187) and our Southampton office (£50 donation).
Maggie's is a charity that runs a number of centres to provide support to cancer sufferers and their families.	Nottingham colleagues took part in a school sports day organised by Cherry Professional (a local recruitment agency) to help raise funds for the charities Maggie's and Catch 22.
'Manchester: A Certain Future' is Manchester's plan to tackle climate change.	Shoosmiths is a signatory to the campaign.
Manchester Children's Hospital charity supports projects to procure specialised equipment for the hospital and further research into the children's illnesses.	Raised £3,445 at a client event held at the Hilton Hotel on 19 June 2014 during football's last World Cup.
Manchester Food Poverty is a campaign which ran an 'action week' during 13–19 October 2014.	Shoosmiths is a signatory to the campaign and took part in the action and awareness week in October 2014. Activities included organising food collections for Manchester office charity partner Depaul UK and participating in a panel discussion at the media launch.
Manchester Mind is an independent local mental health charity.	Manchester Mind was selected as charity partner for 2015/2016 by our Manchester office.
Marie Curie is a charity that supports people living with any terminal illness and their families.	Our Northampton office selected Marie Curie as its charity partner in April 2015 and raised £809. Our Nottingham office raised £147 to support the charity's Great Daffodil Appeal in March 2015.
Mental Health Awareness Month (May 2014)	Raised awareness with regular tweets and Facebook posts.

<p>Milton Keynes Food Bank is a local organisation to help families and individuals in need.</p>	<p>Colleagues in our Milton Keynes office volunteered in December 2014 to raise awareness of the work of the charity.</p>
<p>MK Arts for Health is a charity that 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. In 2013 we committed to sponsor an annual £500 art award for a minimum of three years, with the winner announced at a reception hosted by the Milton Keynes office.</p>
<p>MK Community Foundation is an independent local charity, helping to resource projects that will create positive change.</p>	<p>In May 2010 the Shoosmiths fund was established by the Milton Keynes office with the MK Community Foundation. Projects during 2014/2015 targeted community cohesion and people with disabilities and special needs. We have contributed to a number of projects, having raised £5,050. They include:</p> <p>Milton Keynes Prison Fellowship, a volunteer branch of the UK Prison Fellowship – award of £2,638 in December 2014. The Fellowship supports prisoners in Woodhill and Oakhill prisons and a restorative justice programme called Sycamore Tree.</p> <p>Milton Keynes YMCA – award of £200 in February 2015. The YMCA provides emergency accommodation for homeless and vulnerable adults, mainly young people, and helps residents manage their finances and find training and work. The £200 grant allowed the YMCA to purchase new materials to create tenancy sustainability folders as part of its Tenancy Sustainability Programme.</p> <p>In November 2014 the Milton Keynes office hosted the charity's launch of its Surviving Winter Campaign, aimed at helping elderly and homeless people in winter.</p>
<p>Money Advice Liaison Group (MALG) is a Forum to promote best practice in organisations concerned with personal debt.</p>	<p>Our Recoveries Services Group Vulnerable Adults and Mental Health Issues Co-ordinator is a member of the Midlands Regional Discussion Forum and attends regular committee and member meetings. Meetings are also hosted in our Birmingham office.</p>
<p>Motiv8 is a charity that supports young people through its community, education and employment and training services.</p>	<p>Our Southampton office selected Motiv8 as its charity partner for 2013/2015, raising £122, plus a £1,000 donation to sponsor a part of a new extension in its local centre. Staff volunteered at the Gosport Passport Event which provided young</p>

	people with activities during the school holidays, one member of staff volunteers each week at one of the youth club hubs and a box of paper is donated to the charity each month.
Motor Neurone Disease Association funds and promotes global research into the disease and provides support to people in England, Wales and Northern Ireland.	Shortlisted by our Manchester office as a charity partner for 2015/2016 and received a £75 donation.
Mums and Dads Projects, Reading Community, provides a service for vulnerable children aged up to 13.	Our Thames Valley colleagues donated 30 Christmas presents.
Naomi House and Jackspace are hospices for children and young adults in central southern England.	Our Basingstoke colleagues donated 100 Easter eggs and six colleagues volunteered at the annual Easter egg hunt, raising over £250 at Highclere Castle.
National Association for the Relief of Apnoea provides medical equipment, advice, information and 24-hour support for those who suffer from breathing difficulties.	Our Northampton office made a donation of £250.
Northampton General Hospital.	Our Northampton colleagues donated gifts to patients in the stroke ward in December 2014.
Northampton School for Boys.	HR and recruitment colleagues at our Northampton office hosted a careers event for school leavers looking for an alternative to university.
Northamptonshire County Council.	Christmas gifts and 250 Easter eggs donated by Northampton colleagues for distribution to disadvantaged children in the county.
Northamptonshire Parent Infant Partnership (NorPIP) is a charity that works with parents who are struggling to form attachments with their babies.	This was the charity partner chosen by our Northampton office in June 2014; the office raised £657.
Northants Disability Cricket Squad has players aged from 14 to 51 with different types of disability (learning, physical and hearing).	Our Northampton office made a donation of £250 to help fund a cricket tour to South Africa.
Northgate School Arts College.	Our Northampton office donated £250 to support the college's Bee Hive project.
North West Legal Support Trust improves access to justice for vulnerable people by raising funds and distributing them to organisations who can help.	Manchester colleagues raised £472 when they completed the 10K Manchester Legal Walk in October 2014.
Oakridge Infants School.	Basingstoke colleagues redecorated three classrooms and a corridor in July 2014.
Pennies from Heaven is a charity that provides a coin collection scheme enabling employees to donate to charity.	Joined in June 2007. Gold award received for fourth consecutive year in 2015. Colleagues donated £2,623 through the scheme during

	2014/2015 to our then corporate charity partner, Winston's Wish.
Portsmouth and Southsea Voluntary Lifeguards.	Our Southampton office made a donation of £100.
Portsmouth Hospitals Rocky Appeal is raising funds to support the clinical services provided by Portsmouth NHS Trust and to source specialist facilities.	Our Southampton office made a donation of £50.
Queen Alexandra Hospital Home was formed in 1919 to care for the war wounded and today provides care for disabled people, many of them still from the services.	Our Southampton office made a donation of £95 towards nursing care.
Queen's Medical Centre Children's Ward at Nottingham Children's Hospital.	Nottingham colleagues collected items to help Tate Recruitment create Christmas stockings for the children up to the age of 16.
Rainbow's Hospice, East Midlands, provides care and support for children and young people and their families.	A team from our Nottingham office took part in the Derbyshire RAMathon corporate half marathon relay team event, raising £90. Our Northampton office made a donation of £500.
Reading Citizens Advice Bureau helps people resolve money, housing, employment, immigration and other problems.	Reading colleagues took part in the Reading Legal Walk in September 2014, raising £415, which was split between four local groups providing free legal advice.
Reading Climate Action Network is a group of businesses and organisations tackling climate change.	Shoosmiths is a signatory to the network and features as a case study on its website. The Thames Valley office hosted a members' meeting in May 2014, highlighting its approach to environmental management and pro bono provision.
Reading Refugee Support Group helps refugees and asylum seekers to be independent and access their rights.	Our Reading colleagues took part in the Reading Legal Walk in September 2014, raising £415 which was split between four local groups providing free legal advice.
Relate Portsmouth and District offers various types of relationship counselling.	Our Southampton office made a £100 donation.
Re:store Northampton is a charity which operates a food bank providing emergency packages for local families and individuals.	Our Northampton colleagues donated 12 boxes (500 items in all) to support families in need, together with a donation of £250.
Rotary Clubs of Northampton Charitable Trusts Fund raises money for charities.	The Fund was selected as charity partner by our Northampton office in July 2014; the office raised £1,673 from weekly 'dress down' Fridays, and two teams entered into the Northampton Dragon Boat race.
Royal British Legion helps service men and women, veterans and their families in numerous aspects of daily life.	The Royal British Legion was selected as charity partner by our Northampton office; in November 2014 the office raised £575.
RSPCA Solent is an animal charity that operates	Our Southampton office made a donation of £100.

the Stubbington Ark Animal Shelter and the Southampton animal welfare clinic.	
Saxon Wood School, Basingstoke.	The Basingstoke-based choir performed Christmas songs and carols at the school in December 2014 and will perform at the school's 40 birthday celebrations on the 24 July 2015. Easter eggs were also delivered to the children.
Scottish Business in the Community is a business-led charity that works towards a fairer society and a more sustainable future.	We became a member in July 2013.
Second Chance Animal Rescue, Southampton is an animal rescue and re-homing charity that covers the area of Hampshire and West Sussex.	Our Southampton office made a donation of £100.
Shine is a charity that helps individuals and families living with hydrocephalus and spina bifida. The Northampton Shine health hub offers information and support.	Our Northampton office made a £70 donation to the Northampton Shine health hub.
Shopmobility, Basingstoke, helps people with mobility difficulties, offering equipment such as mobility scooters and wheelchairs.	Volunteers from our Basingstoke office offered a Christmas present wrapping service at Festival Place shopping centre.
Sir Christopher Hatton Academy, Wellingborough.	Members of our recruitment team hosted a World of Work Day for students from the school, covering employment opportunities in a law firm, CV writing and interview preparation.
St Basil's works with young people who are homeless or at risk of homelessness, providing support and accommodation.	Trainees from our Birmingham office took part in the charity's annual 'sleep out' event in December 2014 to raise awareness of the plight of homeless youths.
Stepping Stones is a charity that helps families raising a child with Down Syndrome.	Our Southampton office made a donation of £50.
The Society of St James is a charity based in Southampton that offers support to homeless people across Hampshire.	Our Southampton office made a donation of £100 donation.
Top Valley Academy, Nottingham.	Our Nottingham office has a three-year partnership with the Academy through the Business in the Community Business Class programme.
University of Northampton Law School.	Students from the law school support the monthly pro bono legal clinic operated by Shoosmiths in conjunction with the Central and East Northamptonshire Citizens Advice Bureau. Our Northampton colleagues also participate in a mentoring scheme at the law school, whereby students are 'matched' with Northampton office colleagues.
University of Reading Law School.	Students from the law school support the monthly

	pro bono legal clinic operated by Shoosmiths in conjunction with the CommuniCare advice clinic.
Warwickshire and Northamptonshire Air Ambulance is a charity whose personnel attend emergency and life-threatening incidents where access by land is limited.	The Air Ambulance was the charity partner of our Northampton office in July 2014 and February 2015. The office raised £734 and £939 from weekly 'dress down' Fridays and two teams entered the Northampton Dragon Boat race.
Whizz-Kidz is a charity that helps disabled children through mobility equipment, youth groups, training in wheelchair skills, residential camps and work placements.	Colleagues from our graduate recruitment team partnered with the charity to offer work experience placements to young people with disabilities who are looking to build a career in law.
WildHearts Foundation aims to tackle economic injustice and offers micro loans in 37 countries across Africa, Asia and Latin America to help recipients work their way out of poverty.	Twice a year the charity organises the Micro-Tyco Challenge. Companies compete against each other using just £1 seed money per team to raise as much money as possible in one month. Shoosmiths won the February 2015 challenge, raising £15,412. As a result, 62 micro loans of £250 will be offered in developing countries and are expected to transform the lives of 830 people. Further details on page 39.
Winston's Wish is the leading childhood bereavement charity and the largest provider of services to bereaved children, young people and their families in the UK.	Winston's Wish was our corporate charity partner from May 2014 to the end of April 2015. The target was to raise £60,000 to fund two family services practitioners; in fact £74,961 was raised through colleague fundraising and donations. See page 36.
Workbridge, Northampton, is a charity that offers a vocational pathway to people with mental health needs, learning disabilities or brain injuries.	Our Northampton office made a donation of £250.
WWF UK is a charity that aims to stop the degradation of the planet's natural environment.	Our offices supported the Earth Hour campaign on Saturday 28 March 2015 by switching off unnecessary lights and equipment.

