

# OC for Good

## Our UK Responsible Business Report 2021-22



# A message from our Managing Partner

## I'm pleased to share with you our first OC for Good annual report, detailing the commitments and impact we have made in 2021-22

Sustainable business, corporate social responsibility, or ESG: however we term it, responsible business is at the heart of Osborne Clarke's mission – to make a positive impact for our clients, people and communities.

A guiding principle of our 2025 business strategy is that we will empower and incentivise our people to proactively do good for our clients, communities and colleagues – investing our time, money and expertise sustainably to make a notable difference. It has been a challenging few years since we set ourselves that objective, navigating significant change and disruption brought on by a global pandemic and new ways of working, but I'm immensely proud to see our many and varied successes set out in one report for the first time.

We've increased participation in our community outreach and pro bono programmes, using our professional skills to do good. We've strengthened our employee networks and those representatives have challenged us to make bigger strides towards making OC a workplace where all our people can thrive. We've articulated our People Philosophy. And we've enhanced our wellbeing offering and range of employee benefits, responding to the changing needs of our people and keeping us all connected, even when we couldn't be together in person.

Towards the end of the financial year, the Executive Board committed Osborne Clarke to a near term science based target, to halve our greenhouse gas emissions by 2030, and to develop a long term, science based target to reach net zero, by 2050 at the latest. I can't think of anything that embodies our business strategy better: our clients expect us to decarbonise our business; our people demand it; our communities need it.

While we look back and celebrate our achievements over the past year, we're reminded that many of them are about our future. As we publish this report there are stormy clouds gathering for the UK economy, which means our responsible business commitments are more important than ever. We'll continue to invest in our people, our communities and our business to deliver sustainable growth and progressive, insightful legal services.



**Ray Berg**  
Managing Partner



# About this report

**At Osborne Clarke, responsible business is not what we do, it's who we are.**

We have a long and proud history of ethical decision making, employee engagement and technological innovation that supports sustainability and workplace wellbeing. Our culture encourages our people to actively engage in their workplace and their communities – using their time, skills and passion for the greater good.

We developed our OC for Good framework to pull these strands together, to drive continual improvement and help focus our objectives on the key impact areas which matter most to our stakeholders.

In this report, we'll tell you about that framework and the progress we have made in delivering against our objectives during the 2021-22 financial year. You'll hear how OC for Good has benefitted our people, our clients and our communities, and we'll look ahead to some of the exciting projects planned for the next year, and into the future.



**Bola Gibson**  
Head of Inclusion & Corporate Responsibility

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# Osborne Clarke for Good: Our approach to responsible business

Osborne Clarke For Good is our way of making sure we operate responsibly, manage our environmental, social and governance risks and harness the opportunity to shape the future of our firm in a positive way. We do this by focusing on our three distinct but inter-related 'For Good' pillars:



## A good corporate citizen

We take our responsibilities to society seriously and try to make a difference across four areas of impact: education, environment, equality and poverty. We want to use our skills and expertise for good and to make a positive contribution. We provide our legal expertise on a pro bono basis. We raise funds for charities that work in our communities. We focus on reducing our impact on the environment.

## Always a good employer

We want our people to thrive. That's why we invest heavily in creating a diverse and inclusive workforce. Our mission is to deliver a safe, healthy and enriching environment which recognises the importance of wellbeing and the ever changing ways people engage with the workplace.

## Being a good business

We work to make sure that we do business in a fair and sustainable way. Our OC for Good strategy is baked into our leadership structure with clear accountability and oversight of all our decisions and activities. Ethical procurement, fair supplier management, sustainable supply chains, stringent oversight of our legal obligations and an open dialogue with our stakeholders are critical. These are all part of what we are.



## UN Sustainable Development Goals

We support the aims of all 17 of the UN Sustainable Development goals, and have identified ten with which we have particular resonance. This report will explore the ways in which we have contributed to strengthening those goals over the past year through OC for Good.

Visit <https://sdgs.un.org/goals> to find out more.



# Awards Highlights



Winner of **UK Law Firm of the Year** at the Legal Week/Law.com British Legal Awards 2021



Winner of **Best Law Firm 2022 for: Training, Quality of Work, Legal Tech, Eco-Friendliness, Most Admired and Firm of the Year** by Legal Cheek



**Top 5 employer** in Roll on Friday's best law firm rankings for 2022



**Ranked 48 in the Social Mobility Employer Index**, a jump of 33 places on the previous year and placing Osborne Clarke among the Social Mobility Foundation's Top 75 Employers.



**Ranked 113 in the Stonewall Workplace Equality Index**, a jump of 159 places from our position in 2021. We also received the Silver Award for commitment to LGBTQ+ inclusion at work.



Recognised as a **Diversity Champion** in Bristol City Council's Stepping Up Excellence Awards



Winner of the **upReach Volunteer Award** for the firm's participation in the upReach Assessed Virtual Internship Programme



Shortlisted for **Corporate Law Firm of the Year** by Insider SW Dealmaker 2022



Shortlisted for **Law Firm of the Year 2022, Best Client Service Innovation** and **Best Legal Tech** at The Lawyer Awards 2022. **Best Law Firm for Legal Tech** in 2021 awards and highly commended in six additional categories.



Highly Commended for **Diversity & Inclusion** at the Modern Law Awards 2022





**“ It’s been a great year for our Corporate Citizenship pillar. We have exceeded our expectations for engagement and participation on our pro bono and other volunteering programmes, and it’s especially good to see an increase in the number of our people involved. My personal highlight has been the launch of The Bridge, creating high quality opportunities for young people in our cities to interact with professionals – we know this improves life chances for those from disadvantaged backgrounds. ”**  
**Georgina Dennis, CSR and Pro Bono Assistant**

# A good corporate citizen

We believe that we thrive when the communities around us thrive. Being a good corporate citizen is about recognising our role in society by focussing on what's important to our business, our people and our communities. In particular, we use our skills and resources to deliver social impact across four priority areas:



## Equality

Delivering equal access to legal services and by supporting organisations and charities addressing inequality.



## Poverty

Putting our resources into alleviating digital, relative and absolute poverty in our communities.



## Education

Preparing the next generation to thrive in an uncertain future.



## Environment

Having a responsible, measurable approach to reducing our impact on the environment and promoting a decarbonised future.

Activities that we undertake under the corporate citizenship pillar often have benefits for other areas of OC for Good. On the next few pages you'll see how our flagship education programme is also helping us to be a good employer by encouraging social diversity in our talent pipeline; how employee volunteering on environmental projects contributes to our good business sustainability strategy; and how our pro bono work is creating professional development opportunities as well as equality of access to justice.

## Volunteering Summary

**2,614**

charity and volunteering hours

Valued at

**£884,858**

Community involvement hours increased by

**78%**

**123 hours**

on The Bridge programme, including fee earners and business services volunteers

## Pro Bono Summary

**3,078**

pro bono hours volunteered

**84**

pro bono organisations represented

Valued at

**£1.033m**

## Charity Fundraising Summary

**£150,190**

donated via Osborne Clarke Charitable Trust

**£15,932**

in employee matched giving

**£41,500**

to support refugees and asylum seekers with humanitarian aid

**91**

separate donations to support our communities and social impact themes



## Equality

Our Lawyers have a long tradition of using their passion and legal skills to serve and add value to our communities.

### Pro bono

**3,078**

hours volunteered

**18% ↑**

increase on last year

**£1.033 million**

value



2021/22 saw the creation of a refreshed approach to pro bono within the firm. We put in place new processes and structures to improve our pro bono reporting and tracking and revamped the way we promote participation. Those changes have paid dividends.

We represented a total of 84 organisations throughout the year, with matters covering property disputes, employment law, intellectual property, tax, pensions and banking, amongst others.

All colleagues are encouraged to take part in pro bono work where possible. In some cases, non-legal colleagues are also able to contribute. Paralegals, apprentices and trainees are encouraged to use a proportion of their time on pro bono to broaden their experience and skills, with their first 50 hours of pro bono counting towards any chargeable hours target.

Over the year the proportion of qualified lawyers taking part in pro bono work increased from 35% to 44%. 48% of our trainee pool were involved, which is lower than usual due to the pandemic impacting our regular in-person advice clinics.



“The project offers us a chance to apply our legal skills in drafting, negotiation and document analysis to make a tangible difference in the lives of some of the most vulnerable people in London. I gained lots of experience and improved my drafting, interviewing and advising skills – all whilst making an impact. For the client, this result undoubtedly makes a big difference in his daily life and, I hope, his confidence.”

**Brogan Stewart, Associate and pro bono volunteer with Zacchaeus 2000 Trust**

## Who we work with

We partner with a number of organisations to source opportunities for our teams to support on a pro bono basis.

TrustLaw, the Thomson Reuters Foundation's global pro bono programme, connects our lawyers with opportunities to support high-impact NGOs and social enterprises working to create social and environmental change.

The UK Collaborative Plan for Pro Bono hosts regular meetings to discuss and solve common challenges as well as being a forum to share resources and knowledge with charities and other lawyers.

LandAid is a charity which aims to end youth homelessness in the UK. Our work with LandAid includes advising homelessness charities and housing associations on tenancies, licenses and acquisitions that have helped young people secure accommodation and jobs.

Our lawyers also work with a number of local law clinics, including South Westminster Legal Advice Centre and Bristol Law Centre, providing advice on a range of issues including welfare law and non contentious matters.

In 2019 we started working with the Zacchaeus 2000 Trust, an anti-poverty charity which manages welfare and disability benefits appeals. Through our work with Z2K we have helped transform the lives of some of the clients we serve.





## Equality

# Spotlight on: Refugee Aid Action Group

**Our community is a global one, and we are all impacted by the refugee crisis. In the wake of last summer's Afghanistan crisis we founded our Refugee Aid Action Group (RAAG) with the aim of providing holistic, respected support for refugees and asylum seekers, as well as raising awareness of the challenges they face.**

Led by employees, the group works alongside other employee networks that have a focus on the diversity and inclusion agenda (see [page 26](#)). Initiatives so far include the provision of information sessions and skills workshops for refugees, complementary short-term aid through fundraising, and events for people to engage with the causes and effects of the refugee crisis.

RAAG uses the skills and expertise of our people to contribute to the work of three different charities which each support a different stage of a refugee's journey:



**Solidaritee** provides legal aid to asylum seekers fleeing violence and persecution



**Care 4 Calais** provides immediate assistance to refugees entering the UK via France and Belgium



**Breaking Barriers** helps refugees navigate the labour market or retrain for work in the UK



During April 2022, in the midst of the Ukraine refugee crisis, the firm held a one-off fundraiser for War Child. All individual donations were matched by the firm and the UK government matching scheme, meaning that for every £1 donated, £3 went to provide

urgent assistance to children and communities affected by wars in Ukraine, Afghanistan and Yemen. Our contribution supported several humanitarian response projects, from emergency response in the wake of a crisis, to long-term projects that build the resilience of communities affected by war.

The total raised through this fundraising drive was £41,500, before Gift Aid.

**“On behalf of all the team at War Child, I want to say an enormous thank you for supporting us. Your wonderful generosity will enable us to keep children safe and help them to recover from the trauma of conflict, whilst providing education and skills so that children can look towards a brighter future. We are so grateful to Osborne Clarke, thank you.”**

**Yvette Leavy, Head of Partnerships and Philanthropy, War Child UK**

## £83,690

raised and donated to support refugees with humanitarian aid during 2021-22

## The Rule 39 Project

Osborne Clarke was one of eight international law firms, in collaboration with the Italian Coalition for Civil Liberties and Rights (CILD), to launch the Rule 39 project in October 2021. The project is named after the Rule 39 Requests made at the European Court of Human Rights in respect of urgent asylum cases. It aims to assist asylum seekers, refugees and migrants in several European countries in seeking reprieve from rights violations committed against them by government administrations.

In the short time since the project launched it has already seen significant success. This year the team facilitated a key win in the ECHR, securing a decision preventing the pushback of adult asylum-seekers at risk from being deported from Greek islands.

Osborne Clarke's UK and Germany offices contributed 108 hours to the Rule 39 Project during 2021-22. The OC Team is led by Duncan Gorst, a Senior Associate in our Munich office: “We are delighted that the Rule 39 Initiative is making an impact and hope that it will continue to not only bring about immediate results for vulnerable people, but to also provide a foundation for systemic change.”



# Poverty

**£150,190 was donated by the Osborne Clarke Charitable Trust over the last financial year, a 32% increase on the previous year.**

There were a total of 91 donations, split across our social impact themes as shown below. Charities supporting equality objectives were the largest recipient, with poverty, education and environment also strong themes in our charitable giving. Highlights included:

London Legal Support Trust used a donation of £1,000 towards free legal services in London and the South East, providing access to justice for those in poverty.



Berkshire Youth received £5,000 to support 11 young people in West Berkshire to access its #HAF2021 holiday activities and food programme daily throughout the summer, giving them a space to go, a free meal and opportunities to learn new skills.



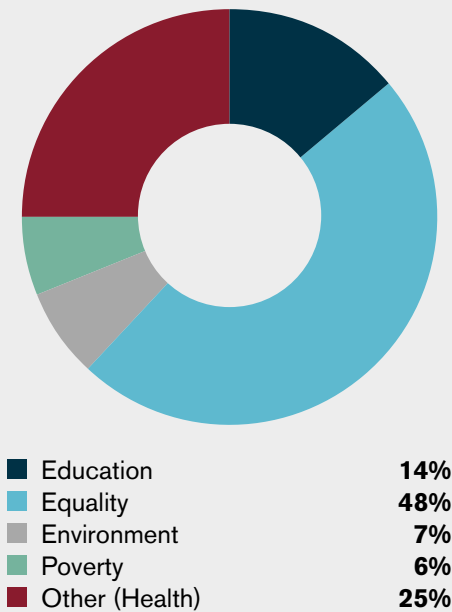
Empire Fighting Chance received £2,000 towards its 'Training with the Champions' course for students who are socially excluded or disadvantaged. They are taught non-contact boxing skills and receive mentoring, education and therapy sessions to improve their life chances and potential.



The Osborne Clarke Charitable Trust was set up by OC partners in 1997, with a long term vision to be a permanent resource for the most pressing needs in our communities. All Partners contribute to the fund each year which enables us to make community donations and support colleagues with matched giving. Since the trust opened an estimated £1.7 million has been paid in charitable grants.

The Trust is administered by the Quartet Community Foundation.

**OC Charitable Trust: Donations by impact area, 2021-22**



“It has been a genuine pleasure to work in partnership with Osborne Clarke over many years, helping to support their charitable giving and the achievement of their ESG goals. Osborne Clarke is one of Bristol’s most prominent businesses and the cumulative impact of its thoughtful and broad approach to charitable giving has been significant. We look forward to seeing the ways in which this will further develop over the coming years.”

**Suzanne Rolt, CEO, Quartet Community Foundation**



# Poverty

## Making an impact in each of our locations

In addition to Charitable Trust donations, each of our offices has a nominated charity, chosen by our people. Charity Committees in each office work together and separately to raise funds throughout the year. Between December 2021 and April 2022 over £8,000 was raised for our location charities, towards a target of £25,000 by April 2023. Colleagues organised events including classic bake sales and quizzes, and 12 days of festive fundraising fun in the run up to Christmas.

While the bulk of our support for our location charities is in the form of fundraising, we began working with them to promote more volunteering opportunities for our people. This work will continue into the next financial year when new location charities will be chosen.



**The Childhood Trust** is working to alleviate the impact of poverty on young people living in **London**. Its work is focused along three key themes: practical, emotional and inspirational support. Osborne Clarke's involvement provides important funds for grassroots projects and volunteers for the programmes run by the Trust.



**Rosie's Rainbow Fund** provides music therapy sessions at hospitals in **Reading** and surrounding areas, and supports disabled children in schools and respite centres. They also offer bereavement support for families after the loss of a child. Our donations are helping towards respite breaks for sick children and their extended families.



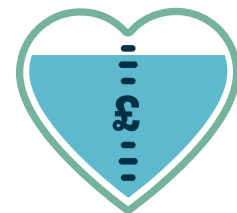
**Gympanzees** aims to deliver fully inclusive leisure facilities that are easily accessible for disabled children, young people and their families. It is currently fundraising to establish the country's first fully inclusive leisure facility in **Bristol**, which will cater for the play, exercise and social needs of 60,000 disabled children and provide endless possibilities for health, happiness and support to disabled children and their families.

Our location charities are not the only charities that benefit from the support of our people, who are encouraged to participate in raising funds for causes they are passionate about. Over the course of the year, colleagues climbed, ran, walked and cycled in support of their favourite causes.

Members of the UK Real Estate team took part in the 10 mile Mendip Challenge in June 2021 to remember their colleague Matt Ashley and to raise over £1,200 for Weston Hospice and Bowel Cancer UK.

In August, partner Dolf Darnton successfully completed an ultra-running expedition, running 400km in 8 days from Fort William to Cape Wrath, raising over £7,000 for LandAid in the process.

Four colleagues took part in the Solstice Challenge to fundraise for Wooden Spoon, a charity which supports children and young people with disabilities or facing disadvantage. The team walked, ran or cycled for a mile every hour for 24 hours, helping to raise over £4,000.





# Poverty

## Spotlight on: Digital Poverty

**Osborne Clarke is a member of the Outside In Project. The initiative connects our people with individuals who have lived experience of the most pressing social issues, and the organisations who support them, through in-depth, action-oriented sessions.**

The project, run by social value experts Three Hands, intends to help businesses improve the experiences of vulnerable people and accelerate social innovation; better respond to the needs of our people in the areas of inclusion and wellbeing; and develop new approaches to having a positive impact in our communities. This year we participated in sessions on financial vulnerability; the role of business in re-skilling adults; the ageing society; climate change and digital inclusion.

Some of the most vulnerable and disadvantaged groups in society are digitally excluded. Research by the 2021 Digital Youth Index found that 42% – or six million young people – don't have access to either a suitable device or home broadband. But at the same time, 83% of young people feel that digital skills are essential for their future job or career.

We also know that young people from ethnic minority, lower socio-economic backgrounds and rural backgrounds are often most acutely affected. The lack of necessary resources to support their development is leading to digital coldspots and exclusion from opportunity.

In 2021 Osborne Clarke worked with UK Youth to develop a three-year, £500,000 partnership to tackle digital poverty.

Our partnership will deliver a multi-year grant programme that will help young people and their local communities tackle poverty and the causes of poverty through digital access.

Organisations will be selected from the areas surrounding our three offices in Bristol, Reading and London, as well as from digital 'coldspots' around the UK where there is significant need.

Each successful grantee organisation will receive support to address the needs specific to its community. These may include:

- devices
- software
- digital training
- outreach

To complement the funding element of our partnership, Osborne Clarke will also offer pro bono, volunteering and mentoring support to all successful youth organisations.



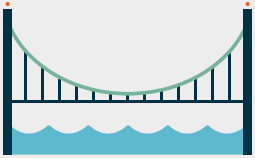
## UK YOUTH

UK Youth is a charity with a vision: that all young people are equipped to thrive and empowered to contribute at every stage of their lives.

Following the COVID-19 pandemic, there has been an increase in the number of young people who are disengaged with education, unemployed and struggling with their mental health. Simultaneously support has fallen away with youth organisations suffering from funding cuts. These young people urgently need support to build the necessary skills and confidence to secure a brighter future.

**“ Osborne Clarke’s long-term commitment and support will make a big difference to the lives of young people in helping them reach their potential. ”**

**Vicky Chenery, Head of Partnerships and Philanthropy, UK Youth**



# Education

## In September we launched our flagship education programme, The Bridge.

Research shows that four interactions with an employer during secondary school can make a young person 86% less likely to become NEET (Not in Education, Employment or Training) when they leave school. The Bridge is about forging long term relationships with one secondary school in each of our UK locations, each of which has a higher than average proportion of students from disadvantaged backgrounds.

Delivered in partnership with Visionpath we offered a range of sessions in 2021 designed to help students in our communities to be ready for their future careers:

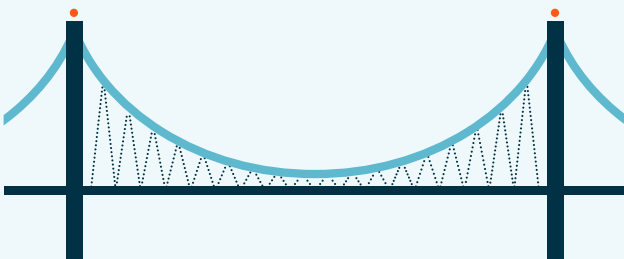
- Insights into the career journeys of legal and non-legal professionals at OC
- Diversity events such as Women in Law sessions during International Women's Day, to inspire female students to consider a career in law
- Workshops and programmes to unlock non-university routes into law
- Interview, CV and UCAS application support through online surgeries
- One to one mentoring to give individual students more direct support to navigate their future careers
- Access to work experience, modeled on the programmes we have been delivering with the Social Mobility Business Partnership since 2018



“ The Osborne Clarke talk we were lucky to have during careers week was both inspiring and thought provoking. Our Year 12 students enjoyed hearing about the different pathways into careers in law. We were very fortunate to hear from many speakers from all different levels of experience. These real life examples gave context to the world of work and built confidence in our students. ”

**Craig Hudson, Teacher, John Madejski Academy**

# The Bridge



## Our Partner Schools

In London:

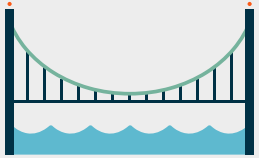


In Bristol:



In Reading:





# Education

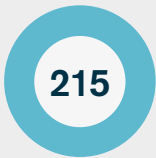
## The Bridge: Impact report

September 2021 to April 2022

**Total Students engagement numbers**



Total



Skinners' Academy

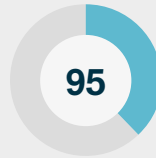
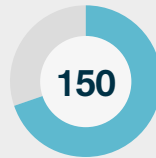
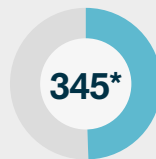


JMA



Merchants Academy

**Number of students involved in 2+ sessions**

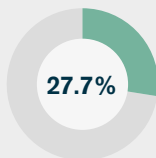
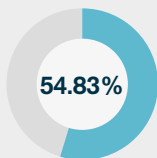


\*4 or more contacts with an employer throughout school experience means students are 86% less likely to be not in education, employment or training.

“ I went to a failing school with no careers advice and my family background meant I didn't have access to networks and finances that help smooth a path. I started Visionpath to help others like me to level-up with fairer career access and to help employers tap into the socially-diverse talent they've been missing out on. ”

**Patrick Philpott,  
Founder, Visionpath**

**The average pupil premium % for students who have had access to The Bridge Sessions vs the national average**



**Sessions**



JMA



Skinners' Academy



Merchants Academy

**Hours**

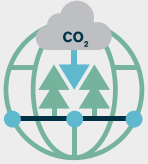


**Total hours delivered**



**were volunteered  
on The Bridge  
in 2021-22**





# Environment

Osborne Clarke's employee volunteering scheme offers all our people an allowance of up to 28 hours per year which can be spent working in our communities. Volunteering with projects which enhance our natural environment is one of the most popular ways our people spend that time.



**Avon Wildlife Trust**

Avon Wildlife Trust's My Wild City project, in partnership with Bristol City Council and The National Lottery Heritage Fund, links eight local wildlife sites in different neighbourhoods across Bristol, with people living in the communities nearby. OC volunteers have been working to improve two of those sites in the south of the city, Hengrove Mounds and Hawkfield Meadow.

We've also been volunteering at Grow Wilder, a community project supporting native plant species and habitats, regenerative food growing, health in nature and wildlife gardening.



**Mohawk**  
The Woodland Centre Trust

For children and young people with special needs

Camp Mohawk is a multi-functional day centre for children and young people with disabilities, and their families. The centre provides invaluable therapeutic space and facilities in rural Berkshire, in which visitors can play, socialise and learn in an environment that supports and celebrates them, enabling them to develop to their full potential. Projects undertaken by OC volunteers include assembling a coloured pencil themed gate, creating a new picnic area, building paths and decorating the interiors of the camp buildings.



in partnership with



Our London volunteers have been contributing to environmental enrichment in the heart of the capital city. Oasis Farm in Waterloo provides education for hundreds of local children as well as a food bank and sports facilities. Our people have been involved in farm maintenance and planting to enhance the connection to nature for the farm's community users.

We also adopted a mile-long stretch of the Hertford Union Canal, which runs alongside leafy Victoria Park in Hackney. As part of the Canal & River Trust's #PlasticChallenge we've been collecting litter along the towpath and from the water in canoes and kayaks.



**Canal & River Trust**

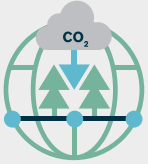
Making life better by water



“Creating a safe and accessible play area at Camp Mohawk was a great experience. Not only did we know that what we were doing was for a great cause, and would be greatly appreciated by the children and their parents alike, but we also got a full-body workout as a result of all the digging!”

**Dan Charie, Trainee Solicitor**

In addition to employee volunteering, our pro bono work often contributes to environmental enhancement too. This year assignments have included a trusteeship promoting renewable technology and energy efficiency in the south west, and advising environmental charities on natural capital business models.



# Environment

## The Power of Trees

According to the Woodland Trust, the UK has one of the lowest rates of tree cover in Europe, just 13% of land cover compared with an average of 37%. If the UK is to achieve net zero emissions by 2050, this must increase to at least 19%, the equivalent of about 1.5 billion more trees.

As part of our commitment to environmental impact through OC for Good, this year we supported tree planting initiatives that also benefit our communities. The Tree Council supports local volunteers and community programmes as well as national advocacy, science and research into tree health and tree strategies.

One of the Tree Council's partners this year has been the Queen's Green Canopy. In celebration of Her Majesty's Platinum Jubilee in 2022, people, community groups, schools and businesses across the United Kingdom were invited to 'Plant a Tree for the Jubilee'. Osborne Clarke's £3,500 contribution was put towards an initiative to plant specimen trees throughout the city of Bristol, in areas with higher than average socio-economic deprivation. One of our OC Planet committee members helped to plant trees in Witherwood, just around the corner from Merchants Academy, one of our Bridge partner schools (see [page 13](#)).



# £10,500

Total donations to environmental charities in 2021-22

## Our Allotment

In 2016 our Sustainable Business Group cleared an unused area of land next to our Bristol office car park and installed raised beds to grow vegetables. In the years since then the area has been extended and an adjacent wildflower meadow was created, with a compost bin using scraps from our office tea points and a collection of donated tools. Both the allotment and the meadow have been looked after by an enthusiastic group of staff volunteers, with a shared love of growing food and nurturing the environment. The space has been as much for quiet contemplation and wellbeing as it has for socialising and team building.



**Interested in net zero?** Have a look at [page 30](#) to see how our sustainability strategy has developed during 2021-22.





**“ We have grown our employee wellbeing and diversity and inclusion programmes this year, and been recognised through awards and benchmarks. My highlight has to be the launch of three new employee networks, bringing about meaningful dialogue on all forms of diversity and inclusion at work. ”**  
**Su Akgun, Diversity & Wellbeing Manager**

**Our 2025 business strategy starts with our people. Our mission is to preserve our unique and inclusive culture, ensuring we are dynamic and adaptable in the way that we attract, grow and retain high-performing, purpose-driven people.**

Central to achieving our aims is the strong voice within our business via our employee council, The Hub; our diversity networks and our integrated Health, Safety and Wellbeing steering group. These groups have enabled our people to shape the commitments we have made on climate, on diversity and inclusion, on career development and reward.

## People Philosophy

This year a main focus of our employee surveys, listening workshops and consultation has been the development of our new People Philosophy – which sums up the character, culture and the experience of working at Osborne Clarke and what differentiates us from other law firms (see [page 19](#)); and our People Proposition – what our people should expect from Osborne Clarke as an employer.

We asked what our people really value about working here, what we do well but could be built upon, and crucially what we need to work on to do better. The feedback has shaped our People Philosophy around what matters to us now, and what matters for the future.

Articulating the People Proposition has already led to positive change. During 2021-22 we consulted widely with our people, and the employee networks, to shape the new reward strategy. We increased the minimum payment in our 2021-22 profit share from £1,500 to £2,500, to focus on those at the lower end of the salary scale.

At the end of this report you'll see a look ahead to the work that is already in the pipeline for 2022-23 and beyond. We can be confident in the success of these projects and initiatives because we – by which we mean all of us – have designed them around our people.



**“The desire to get things right for our people is nothing new for us. Market factors, the growth of the firm and of course the pandemic, were the catalysts for creating greater cohesion this year, in relation to our culture. The People Philosophy gives us a lens for challenging ourselves to continually evolve the people experience.”**

**Graham de Guise, Chief People Officer**



The Hub aims to promote trust and communication across the firm and improve our decision making. It supports our inclusive culture and ensures a 'one firm' approach, contributing to our continuing success as a law firm by encouraging two way communication between management and employees.

# People – Our story



## We genuinely care

We are proud to show our human side. We believe valuable contributions come from valued colleagues. People shape our decisions, big or small. We strive to get the balance right when the challenges of work and life collide. We help each other develop in ways that are right for each of us because we're invested in each other.

## We're approachable

We have a high performing, highly supportive culture where every voice counts. When we collaborate we're more effective, and we're a happy bunch of people which makes the business of work more fun. We create safe spaces to encourage continuous learning, feedback and new ideas.



## We trust each other

Mutual trust is fundamental to our flexibility and agility. It's the foundation upon which we are empowered to make decisions and act. Team longevity means we really get to know our clients and each other. We work in a way that is right for our clients and our teams, and by working together and leaning on each other we support our goals around life/work satisfaction.

## We're greater than the sum of our parts

Our individual differences and experiences are our collective strength. Diversity of thought adds richness to our thinking, so we celebrate our uniqueness and embrace the power of inclusion and belonging. We encourage everyone to shape our future, not simply fit in.



## We're up for the challenge

We don't shy away from the hard decisions or difficult conversations. We listen, we learn and we adapt for success. We exceed expectations and deliver on client-led solutions that highlight our commercial focus. We are bold enough to think differently, and this helps our clients navigate the transformation drivers shaping the business landscape.

## We face forward

Our energy and passion gives us real momentum. Being curious means we comfortably operate outside of comfort zones. We take our responsibilities to our communities and planet seriously, and pride ourselves on making a real difference where it matters most.



# Diversity & Inclusion

**Our strategy is focused on recruiting, retaining and progressing diverse talent, and on creating an inclusive culture where everyone can thrive. While we have built a central team to support the business, our employees and leaders play a key role in helping us achieve our goals.**

Senior business leaders represent our six diversity strands on our Diversity Champions Forum, which reports to the executive board on an ongoing basis.

In 2022, we restated our targets, focussing on gender and race in the run up to 2025. These targets are stretching, yet achievable, and the executive board have taken accountability for delivering them.

## Our Priorities

We've focused this year on developing our Gender Action Plan with input from senior women, OC Gender, and the executive board. The plan will support delivery of our gender target with a roadmap to improve gender balance in all senior positions, through three core principles:

- Embedding an inclusive recruitment process which delivers balanced results at all levels of seniority
- Providing opportunities for progression and promotion which are fair and transparent and reflect the pool of talent available; and
- Challenging the firm to create a culture and environment which meets the needs of a modern workforce

We published our Gender & Ethnicity Pay Gap report just before we began this financial year in April 2021, and again at the end of it in April 2022. The employee pay gap has remained steady in recent years and is expected to fluctuate before we achieve the decrease we want to see in the long term.

As we target 30% female representation in partnership by 2025, we recognise that promoting our most highly paid women into partnership may exacerbate the gap in the short term. With the perspective of OC Gender influencing our strategy we are confident we can close that gap.



## The Data Challenge

Having a data-driven approach to diversity and inclusion means we can identify trends and biases, work to improve them, maintain accountability and above all gain a deeper understanding of our people. The better our data, the better our decisions.

This year we introduced OC Census, designed to expand our data collection to clearly include everyone. All our people are asked to maintain up to date records of their diversity information, and to review it regularly, even if their answer to specific questions is 'prefer not to say'.

Data really is effective in driving change. In addition to diversity data, we also undertake regular engagement surveys to measure how our people are feeling about working at OC. We ask the same four questions to generate an overall engagement score, plus a number of questions exploring a different theme each time. The focus of the latest survey was on wellbeing, as previous surveys had shown a decline in reported wellbeing since 2019. The results of this survey are shaping OC's first wellbeing strategy.

## Our 2025 diversity targets



**30%**

Women in partnership



**6%**

Ethnic Minorities in partnership



OC REACH

# Diversity & Inclusion

## Recruitment

We continue to monitor – and respond to – data about our recruitment, retention and progression of those who identify with one of our six strands of diversity. We are a signatory to Business In the Community's Race at Work Charter and the Law Society's Women in Law pledge. We have made the Race Fairness Commitment and report our ethnicity stay gap and adverse impact figures to Rare Recruitment annually. Since 2017 we have used Rare's Contextual Recruitment System to attract, and increase the success rate of, people from diverse backgrounds, by putting their achievements into context.

In 2021, following the publication of our gender and ethnicity pay gaps, we commissioned an external consultant to conduct a deeper dive of our recruitment practices. The audit looked at the whole journey through an inclusivity lens: from attraction through sifting and interview to decision. The findings referenced the firm's culture as a strong starting point, but indicated there is much more we must do to upskill our hiring managers, widen our talent pool and ultimately increase representation and diversity through recruitment.

Since the review we have taken steps including:

- ✓ Providing Inclusive Hiring Skills training for all our hiring managers across 2022-23
- ✓ Supporting hiring managers from the very start of the recruitment process to set clear and inclusive criteria for candidate requirements
- ✓ Reviewing the language used in our role advertisements to ensure inclusivity
- ✓ Creating more inclusive application forms
- ✓ Improving the objectivity of our interview and assessment process, for example through increased use of technical exercises and the use of standardised interview questions
- ✓ Regularly challenging feedback given by hiring managers to ensure fairness and consistency in hiring decisions

## Targeted Support

Our Disputes and Risk practice group proactively wanted to engage with issues around Diversity and Inclusion this year, and we ran a number of awareness-raising sessions. The sessions were widely attended and included two sessions held jointly with clients to collaborate and share D&I insight. Sessions included a 'what not to say' panel of representatives from five of our employee networks; a session on psychological safety in the workplace and a bite sized session on Age. Strong feedback was received and we continue to target our work with specific departments, recognising the unique challenges to the recruitment, progression and development of specific groups in those teams.



**“ The Inclusive Hiring Skills workshop was interesting, helpful and delivered in a very practical way. It has given me lots of tools that I now actively use when interviewing. Removing barriers is key to strengthening our teams through diversity and inclusion. ”**  
**Dan Cashmore, Partner**



OC REACH

OC REACH is our race, ethnicity and cultural heritage network. It was set up to help develop an inclusive and integrated environment for black and minority ethnic people at Osborne Clarke.



OC REACH

# People Development

## People Development

We invest in our people via a range of development options covering career transitions, soft skills and technical training. Our People Development team supports all our people to develop the skills, knowledge and behaviours that enable them to perform at their best. This year we've made changes to create more inclusive opportunities, and our Diversity & Inclusion leads have collaborated with the People Development team to support Manager Development.

Our new joiner induction was completely redesigned in response to pandemic restrictions. New joiners are sent a welcome pack and IT equipment ready for day one, and receive a structured programme of sessions introducing key people, processes and policies. This year we added a module on our OC for Good framework, to inform and inspire all our new joiners to participate in the cultural life of the firm.

# 281

people attended our new joiners' induction in 2021-22

## OC Manager

We want everyone in the business to reach their full potential and raise their aspirations. The OC Manager Programme was developed this year to complement the skills of line managers in our business and support them in managing teams more effectively, inclusively and supportively.

Managers participating in the training build a toolkit for more conscious and objective behaviours and decision making; have an increased awareness of obstacles to individuals' progression; and can better identify touchpoints in their own behaviours where bias can impact belonging and performance levels. Feedback tells us that they complete the training feeling more confident to initiate and handle performance conversations, with the skills and approaches to enable them to do so constructively and positively.



Our People Development team support all our people to develop the skills, knowledge and behaviours that enable them to perform at their best.



OC REACH

# Diversity & Inclusion

## OC Careers

September 2021 saw the creation of a new OC Careers: Speaker Series – a series of broadcasts open to all our people to help in personal development and career growth. The series harnesses the combined talents of our own Learning and Development experts, our Diversity Networks and leading development specialists from outside the firm.

Topics have been specially selected to develop our skills to put practical advice into action, and have so far included:

- Building personal brand
- Building empowering beliefs
- Presence and impact
- Political savvy and networking
- Having career conversations

# 142

attendees at each Speaker Series session, on average

# 217

'on demand' viewings of Speaker Series sessions

# 40

people completed the OC Careers pilot programme

In addition we ran a pilot programme for targeted groups of female Senior Associates, racial and ethnic minorities chosen from our pool of reverse mentors and Business Services professionals, building on the broadcasts through facilitated discussion in 'reflection pods'. These participants benefited from enhanced support to get the most out of the sessions, and the chance to proactively take forward actions from their learning.

Workshop facilitators on both the Speaker Series and the pilot reflection pods have remarked on the excellent level of engagement and openness they observed in Osborne Clarke cohorts: 'Everyone is present and adds to the conversation, willing to make time for each other, and respect and value each other's contribution'. It's another example of how the supportive culture we've captured within the People Philosophy allows individuals to get the most out of programmes like these, and to contribute to making Osborne Clarke a great place to work.



“I've always thought of my job as my job, rather than my 'career'. The OC Careers series has been hugely enlightening and helped me think about my strengths, my weaknesses, how I interact with people, how I present myself, how I can impact what people think of me. I now consider aspects of myself, my life and my career in a different way than I had before. It has led me to find a mentor to help me work on some of the areas I would like to improve. Being part of the pods and smaller group reflections made the experience especially valuable.”  
**Penny White, Revenue Control Supervisor**



## Spotlight on: Apprenticeships

**Our Solicitor Apprenticeship programme offers an alternative route into a career in law through a 6-year programme, during which young people work with us four days and attend law school one day a week. It's a highly valued option, not just by the apprentices themselves but by all of us.**

When practice groups request support with workload, instead of a Trainee Solicitor (who has typically completed a 3- or 4-year undergraduate degree and in some cases a Law Conversion Course) they may be allocated a 5th or 6th year apprentice who is still leaving the workplace to attend law school one day a week. That's the level of contribution our apprentices are making to the firm by that stage in their qualification. We pay the same salary and charge clients the same rate for Apprentices as we do Trainee Solicitors.

We also offer non-lawyer apprenticeships, and other funded development courses through our People Development team.

While we have more than doubled the number of Solicitor Apprenticeships we have offered in 2022, and plan to double again in 2023, we currently receive more apprenticeship levy than we can use. This year, in partnership with the Positive Transformation Group, we transferred £70,000 in unused levy funding to the Royal Society for Blind Children to support ten senior managers through a Level 5 management apprenticeship.

While the funding was a vital first step, the programme was also created with a deeper and more substantial partnership in mind. RSBC's senior managers have been given access to a range of mentors at Osborne Clarke, enabling them to seek additional support through their apprenticeship and gather valuable feedback for their programme.

**“Crucially Osborne Clarke’s programme involves active gifting in addition to the levy funding, which is a sign of the firm’s commitment to seeing the success of these apprentices through from start to finish.”**  
**Dan Brown, Positive Transformation Group**



**Emily Shields, a third-year solicitor apprentice, wrote an open letter to the legal profession which was published in The Law Society City Update this year. You can read it on our website: [osborneclarke.com/news/dear-legal-profession-letter-solicitor-apprentice](https://osborneclarke.com/news/dear-legal-profession-letter-solicitor-apprentice)**



OC Social Diversity, our employee network focusing on promoting and supporting social diversity in the workplace, wants to facilitate access to the legal profession and law firms for all.





OC Gender

# Diversity & Inclusion: Our Culture

**Sustaining an inclusive culture and increasing diversity within our firm are central to making Osborne Clarke a great place to work and a great firm for our clients to work with.**

From our Living Wage Employer status to our enhanced pension scheme, we are putting the foundations in place to allow all our people to live well, as well as work well.

## Culture and Inclusion

Supporting working families is good for our people and our business, which is why Osborne Clarke offers one of the most generous packages in the legal sector for maternity, adoption and shared parental leave. It's not just about pay, or time. We also offer a comprehensive one to one coaching service to help colleagues prepare for their period of leave, and to transition back into the business when they return.

The firm is committed to helping people work in a flexible way that meets the needs of our clients. We are Working Families Members and subscribe to resources and support for managing day to day life as a working parent or carer. Our Families & Carers network launched this year as a working group of OC Gender, providing a voice for the many of our people who juggle work and family life.

In fact, this year saw the launch of three new employee networks, meaning each strand now has formal employee representation driving activity through the business to raise awareness and develop a more inclusive culture. On the following page you'll read more about the achievements of our networks in 2021-22.

## Spotlight On: Reverse Mentoring

In 2022 we took a successful pilot programme – our Reverse Mentoring scheme – and made it bigger and better. The scheme began last year under the leadership of OC REACH, our race, ethnicity and cultural heritage network. It paired ethnic minority mentors with senior leader mentees, to meet regularly to discuss topics such as bias, common myths and misconceptions, stereotypes and their effect.

The pilot was a success – our first cohort of mentees reported that they found it positive and powerful – and has now been rolled out as a structured programme for senior managers and partners in the firm to build understanding of the experience of more junior colleagues who may identify with any diversity characteristic. Our mentors' experiences are often difficult to hear, and mentees praised their openness and courage in sharing them. Through the reverse mentoring programme we expect to be better able to recognise and mitigate bias, be more inclusive in all areas of our work and champion progression of minority groups.



**“ I jumped at the opportunity to get involved in the reverse mentoring programme. I see it as a real gift to be able to carve out time to talk and learn from a colleague who is prepared to be my mentor. It's giving me a push to explore what I sometimes find are uncomfortable issues where I genuinely worry about saying the wrong thing and causing offence. I hope to become better informed and understanding so that I can become a more visible ally. ”**

**Catherine Wolfenden, Partner and Practice Group Head, UK Disputes & Risk**



OC Gender

OC Gender champions retention, progression and representation of senior women; challenges the social norms around caring responsibilities, and provides a support network to advance gender diversity and equality at OC.

# Network Highlights

Our employee diversity networks are on the front line of developing and delivering our strategic objectives. They are behind the success of many of the programmes you've been reading about on previous pages. They also provide a safe space for like-minded colleagues wanting to explore often sensitive issues; an individual and collective employee voice to communicate with our leaders; awareness of inequalities and social injustices, and support for people going through challenging times.

These are some of the many occasions this year when our networks have stepped up to that crucial role.

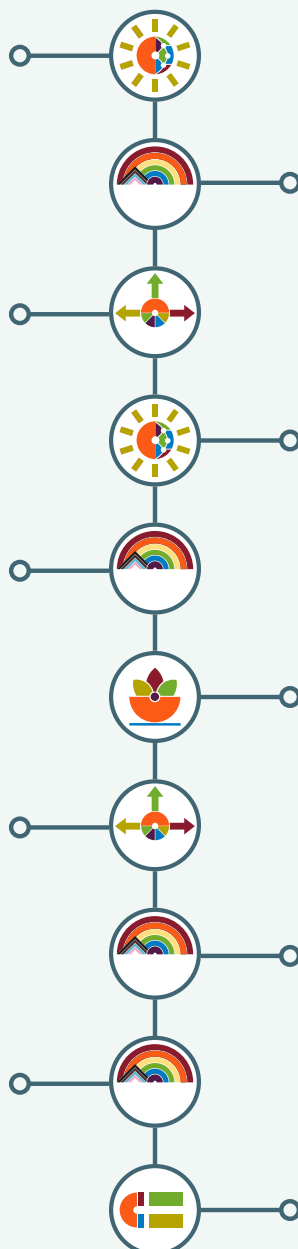
**May:** Colleagues from across the firm took part in our first **Ramadan Experience**.

**July:** OC Social Diversity network officially launched, and won the upReach Volunteer award in the same month.

**November:** An OC Pride lunch and learn session with Brigstowe, to discuss the changing story of HIV over the decades, and how we can all tackle the stigma, to mark **World AIDS Day**.

**January:** We learned that we had ranked 48th among the top 75 organisations leading the way on social mobility, through the Social Mobility Employer Index.

**March:** Our **Transitioning at Work Policy** launched on 31st March, International Transgender Day of visibility. We learned OC had jumped 159 places in the Stonewall Workplace Equality Index and earned the Silver Award for commitment to LGBTQ+ inclusion at work.



**June:** OC Pride's programme of events for Pride month included a spoken word performance event, a virtual social quiz night, and an intersectional event co-hosted with OC REACH celebrating the power of UK Black Pride, with an address by UK Black Pride co-founder Phyllis Opoku-Gyimah (Lady Phyll).

**October:** OC REACH hosted a series of events for **Black History Month** exploring the issues of race at the firm including a keynote by renowned historian David Olusoga.

**December:** An OC **Mind and Body launch event** with double Paralympian swimmer Amy Marren, now a solicitor apprentice, on the challenges she has overcome in both careers as someone with a visible upper limb difference. The event also featured OC colleagues who live with invisible disabilities.

**February: Fighting With Pride** For LGBTQ+ history month we heard from Lt Cmdr Craig Jones MBE on his experience serving in combat roles before and after the lifting of the 'gay ban' in the military in 2000, and the continuing work of his organisation to win justice for LGBTQ+ people who were thrown out of the Armed Forces.

**April:** OC Gender hosted a series of Lounges explaining the outcomes of our **Gender Pay Gap** report and launching our **Gender Action Plan**.



# Health, Safety & Wellbeing

**Wellbeing is one of the key elements underpinning our People Philosophy. We want our culture, environment and the way we work to be designed with our people's wellbeing in mind so that each of us can be at our best.**

We are proud of the way we prioritised wellbeing in our response to the COVID-19 pandemic, but the transition over the last year to new ways of working, has brought new challenges and new opportunities. New measures introduced this year include:

- **Asking our people how they feel about working at OC**, by making wellbeing a focus of our engagement survey. We are using what we have found in formulating our first documented wellbeing strategy.
- **Supporting our people to access healthy working environments** through proactively encouraging them to complete individualised workstation assessments and then providing the equipment they need to work comfortably, both at home and in the office.
- **Stronger provision for mental health and wellbeing** through a new, dedicated therapist service, available for all colleagues to book via an online platform free of charge. This complements our existing Employee Assistance Programme and specialist support through our private medical provider. We also have a network of Mental Health Champions who are trained to understand common mental health issues, spot signs of mental ill health and have the skills to better manage stress and support wellbeing in themselves, colleagues, family and friends.
- **Support for those with families and caring responsibilities**, including access to discounts and resources through a dedicated Parental Hub hosting all our information on maternity, paternity, shared parental leave, adoption and support in one place. We also created a Family & Carers Group within the OC Gender network to support representation, communication and awareness.

Keeping well has never been more important, so we've continued to provide free, on demand **fitness and wellbeing classes**; access to a smartphone app containing interactive tools to help monitor and improve mental and physical health; **employee discounts** for fitness equipment; and free **yoga and Pilates** classes in our offices. Fruit is available in all offices daily.

## The Mindful Business Charter

The Mindful Business Charter is a collaboration, initially between leading banks and law firms, on how to drive change on the way we do business to reduce avoidable stress. The charter is based on four principals:

- **Openness and respect:** creating an environment of trust to learn more about ourselves and each other, to help reduce stress at work
- **Smart meetings and communications:** being respectful of people's time in the new hybrid environment; communicating in ways which are not unnecessarily time intensive
- **Respecting rest periods:** recreating a distinction between work and home and improving our ability to switch off
- **Mindful delegation:** implementing a best practice approach to collaboration, instruction and delegation; fostering effective team working, recognising good work and seeking and giving feedback

To begin the process of embedding the charter, we produced a Managers' Toolkit to support conversations in individual teams, as colleagues began to return to our offices throughout the autumn. Our Mind & Body committee hosted an MBC and Hybrid Working webinar in September which discussed its application and importance. To better equip our people with the digital skills to implement the MBC principles, we hosted a fun, informative 60 minute webinar on Creating Better Digital Habits with digital wellbeing experts Shine Offline.



Mindful  
Business  
Charter





**“ We’ve made significant strides under our Good Business pillar this year, establishing a new structure for embedding sustainability into all that we do as a firm and committing to science based carbon reduction targets. My highlight has been seeing OC Planet come together, harnessing our skills and passion to transform and decarbonise our business over the coming years. ”**

**Mary Lavin, Sustainability & Reporting Manager**

# Being a good business

## Spotlight on: Science Based Targets

We are in a climate crisis, and if we are to meet the urgent need for society to decarbonise, we all need to do more. That's why this year, OC committed to both near and long term science based targets:

- ↓ We will reduce our baseline emissions by 50% by 2030
- ↓ Within 24 months we will set a long term target to reach net zero emissions by no later than 2050



“In September, I joined over 750 organisations in signing an open letter from the We Mean Business Coalition, calling on the leaders of the G20 nations to ‘keep 1.5 in sight’ as they prepared to meet in Glasgow. Our UK business’ commitment to science based targets is an exciting but necessary step as we tackle climate change, and the interlinked issue of biodiversity loss.”

Omar Al-Nuaimi, International CEO

### About Science Based Targets

In November 2021, a delegation of OC lawyers attended COP26 in Glasgow, the most significant conference on climate change since COP21 in Paris in 2015.

The Paris Agreement, which arose from that convention, committed signatory countries to limit the global increase in temperature to well below 2°C and to pursue efforts to limit warming to 1.5°C above pre-industrial levels. To achieve this, global human-caused emissions of greenhouse gases would broadly need to halve by 2030.

This year marks the half way point between the Paris Agreement being adopted in 2015 and the 2030 target date. While COP26 was an opportunity for some countries to update and strengthen their commitments, we're increasingly aware that global heating is accelerating on an irreversible trajectory, with more parts of the world subject to its devastating effects, and most governments are not on course to achieve their emissions targets.

Science-based targets provide companies with a recognised framework with which to measure and reduce emissions in line with these national and international goals. The Science Based Targets initiative launched its Net Zero Standard in 2021, the world's first framework for corporate net-zero target setting in line with climate science. We will be using the new standard to develop and deliver our long term goal.

### What is the Science Based Targets initiative?

The Science Based Targets initiative (SBTi) drives ambitious climate action in the private sector by enabling organisations to set science-based emissions reduction targets. It is regarded as the most robust framework for businesses to measure and reduce their impact and is used by many of our clients, and a growing number of our suppliers. In committing to science-based targets we are learning from, inspired by, and collaborating with them for change.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



# Our emissions baseline

**Our pathway to net zero, in line with the SBTi Net Zero Standard, was approved by the board in March 2022, following 12 months of rigorous baselining and modelling with the support of our consultants, Carbon Intelligence.**

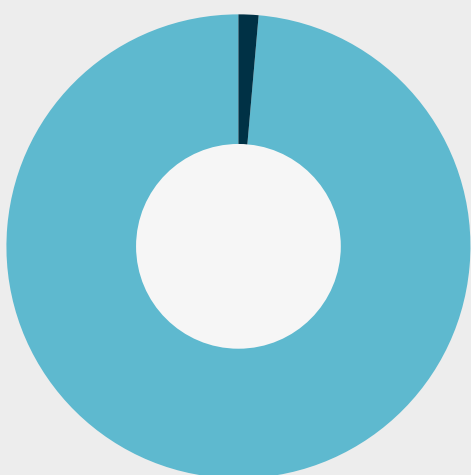
In common with most professional services firms, our emissions baseline is disproportionately weighted towards Scope 3, indirect emissions. In particular, the emissions associated with the goods and services we purchase in the running of our business. This year we understood this for the first time, as we took a detailed look at the full extent of our baseline, deliberately choosing the 2019-20 financial year to represent 'business as usual' as much as possible, before the effects of the COVID-19 pandemic were fully felt.

This baseline shows that the emissions directly associated with energy consumption in our buildings, known as Scope 1 and 2, are in fact just 1.5% of our total footprint. 98.5% of our impact is associated with 'indirect' or Scope 3 emissions, of which 91% relates to a combination of two categories: purchased goods and services and capital goods.

As well as reviewing our travel policies and support for active and slow travel for our people, our first priority is to look in detail at our procurement practices and supply chain. Improving the granularity of our data is part of the strategy, as well as increasing the proportion of our highest emitting producers who are similarly committed to reporting and reducing their carbon impact.

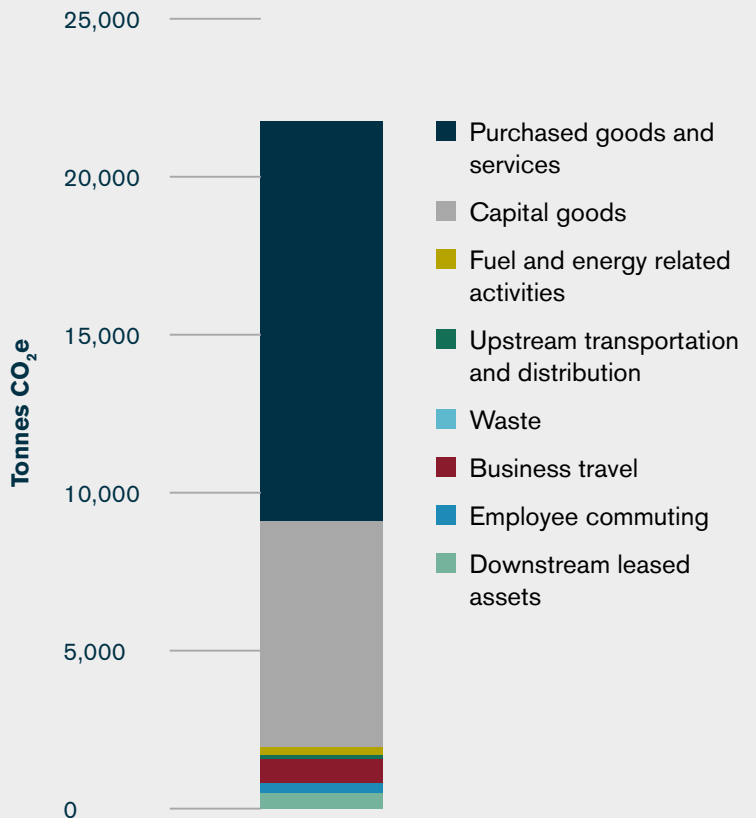
Energy consumption is clearly a very small part of our emissions reduction plan, but is still important because it is in our direct control. The SBTi requires us to have a distinct focus on Scope 1 and 2 in our near term target, so we will reduce these emissions by half as well as targeting year on year consumption reduction.

## 2019-20 Emissions Baseline



■ Of which Scope 1 & 2 **1.5%**  
■ Of which Scope 3 **98.5%**

## Scope 3 Emissions Breakdown 2019-20



# Building Capability to achieve our targets

**Osborne Clarke has a long and proud history of partner- and employee-led environmental action. Energy efficiency measures, recycling provision and even an allotment and wildflower meadow are among the changes implemented in response to engagement via our dedicated and enthusiastic Sustainable Business Group over more than 20 years.**

The group underwent a transformation of its own this year, as we introduced a new sustainability governance structure to enhance our capability to deliver against ambitious new carbon reduction targets. We created two new bodies, each with clear terms of reference, and a new role of Sustainability and Reporting Manager to support them both in designing and delivering a sustainability strategy.

The Sustainability Steering Group, chaired by Matt Germain, a partner in our Environment team, reports directly to the Executive Board on strategic objectives relating to sustainability. With representatives from Executive and Operations Boards, the Decarbonisation workstream, CSR lead and the former Sustainable Business Group chair, the group has led the strategic objective-setting for sustainability and is accountable for our progress.

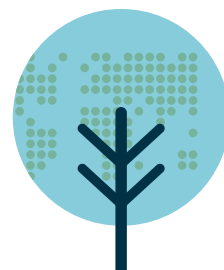
OC Planet, our new employee environment forum, launched in March 2022 with the purpose of delivering a programme of events, campaigns and information for all our people. OC Planet is already increasing awareness of and engagement with our sustainability ambitions, and exploring opportunities for the firm to create impact in our communities and business relationships. An executive sponsor of OC Planet (we call them a 'Partner Champion') also sits on the Steering Group, ensuring a two-way flow of information.

With the new governance structure in place, we are better equipped to deliver against our commitments to both near and long term science based targets for emissions reduction.



**“ Being involved with OC Planet this year has been a really positive and enriching experience. We’ve had great engagement from across the business, especially at our launch event – it’s clear that people want the firm to be bold and ambitious with its environmental responsibilities. ”**

**Shraiya Thapa, OC Planet co-chair**



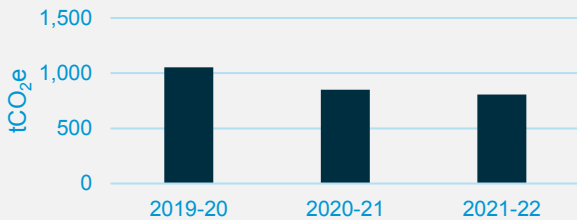
**OC Planet**



# Our Greenhouse Gas Emissions

Osborne Clarke is obligated, under the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, to disclose part of our environmental performance alongside our financial performance, in what is known as Streamlined Energy and Carbon Reporting (SECR).

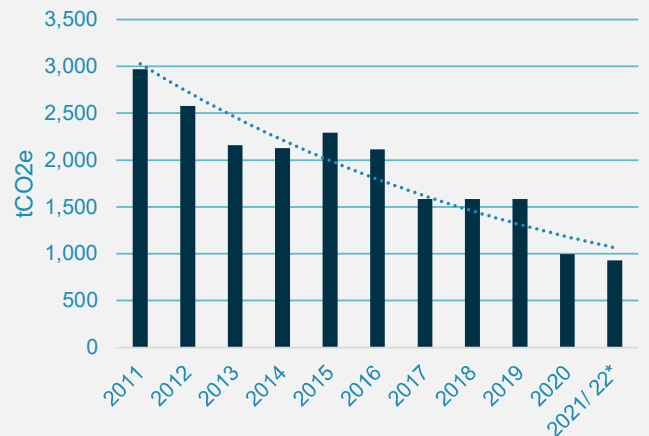
Annual GHG Emissions (SECR Scopes only)



In addition, and as part of our membership of the Legal Sustainability Alliance, we have also submitted an externally-audited report of our Operational Carbon Footprint annually since 2011. The scope of this report includes Scope 1 and 2 (energy consumption) and a limited amount of Scope 3 (other utilities and business travel).

Both sets of reports demonstrate a steady reduction in these scopes of our greenhouse gas emissions and a commitment to measuring and auditing our data which has been driven by the Sustainable Business Group for over a decade. Ongoing investment in technology to support an increasing culture of remote working has also been a factor in making good strides towards energy efficiency despite headcount growing year on year. However, we are clear that this is not the full extent of our emissions footprint and in committing to science-based targets we will go much further than in previous years.

Osborne Clarke UK's Operational Carbon Footprint, 2011-2021



\* Historically we have measured emissions associated with calendar years. This year we began measuring emissions associated with the financial year in readiness for reporting against our science based targets. Our financial year runs from 1 May to 30 April.



# Hello Halo



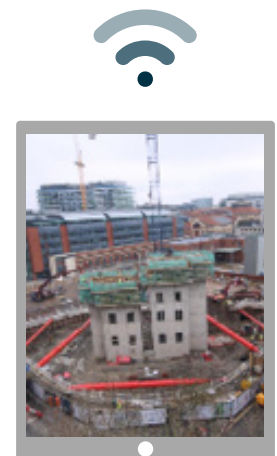
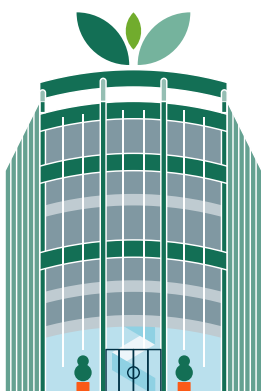
**In 2019 Partners at Osborne Clarke voted to relocate our Bristol office from Temple Quay, which has been home for over 20 years, to a brand new building in the Finzels Reach quarter of the city.**

Work to deliver the new office, Halo, has gathered pace this year, with significant decisions about the internal design, the way we will be working in the space, the technology we will use and the support we will provide for more sustainable commuting. We undertook some substantial procurement exercises in readiness for the move next year, and the core construction of the building was largely completed.

Halo will incorporate the best environmental practices. It has been designed to achieve BREEAM Outstanding 2018 and includes features such as roof-mounted solar photovoltaic panels; low carbon heating through its connection to Bristol's Heat Network; water saving appliances and fittings; smart technology and controls to optimise energy efficiency. Materials for the Osborne Clarke office have been chosen for their durability and minimal environmental impact. It will have excellent facilities for our many active commuters, and charging for electric vehicles.



**“It’s been exciting to see the Halo project develop over the last year. Decarbonising our buildings through decentralised energy solutions is a key part of the firm’s net zero strategy, and our connection to the Bristol Heat Network, will contribute to Bristol City Council’s plan to become a carbon neutral city by 2030.”**  
**Simon Hobday, Partner, Projects**



# Hello Halo: Project Sparkle

**In readiness for the move to Halo our fabulous Facilities team have been leading the process to declutter and prepare for packing, we call this Project Sparkle.**

In autumn 2021 we were beginning to return to our workplaces in person, after many months of working remotely. The team swept the building for items of clothing, crockery, equipment and furniture that had been brought in for use by staff over the preceding years.

The amnesty completely filled one of our larger meeting spaces where the haul was held for a few weeks allowing staff to claim the items they wanted to keep. Then with the help of local reuse organisation, Collecteco, the items were all diverted from the waste stream and have made a significant impact for our local community. Furniture and stationery donated to YMCA has been used to kit out the charity's offices and stores, with surplus items going on sale in their charity shops to raise valuable funds for their work with young people. The 250kg of clothing donated was valued at £750 and has gone to a charity that supports people who are out of work, offering job interview support.

## £4,630

Total value of donated items

## 1.42

Tonnes of waste prevented from disposal



Collecteco is on a mission to help organisations donate furniture, equipment and materials to good causes, and avoid waste. We'll be partnering with Collecteco throughout the next year as we get closer to our move-in date.

From the earliest stages of the project we have tried to involve as many people as we can from across all three UK offices. We are aiming to create an environment that people love to be in and that's as inclusive and sustainable as possible, so we actively sought input and feedback throughout the process. Our people have contributed to decisions about the colour scheme, furniture, office layout and facilities.

In October we created our very own furniture showroom, complete with a sustainability guide for each item detailing materials used, location of manufacture and delivery method. While we're known for our love of tech at Osborne Clarke, the physical experience of testing out desks, chairs and collaboration spaces needed to be matched with a visible, fun and interactive voting system, not a virtual one. Colleagues were given a paper bag filled with dried pasta (chosen as a biodegradable, covid-safe voting system that would give everyone, from trainees to partners, the same number of votes) and asked to put pasta pieces into jars corresponding to the furniture they liked the most. We're looking forward to seeing the final pieces in-situ in 2023!

Below: Samples and swatches on display, with the 'first pasta-post' voting system in the background! Once ballots closed, the pasta was given to local schools to be reused for crafting and activities.



# Being a good business



**Our OC for Good strategy is baked into our leadership structure with clear accountability and oversight of all our decisions and activities. Our Executive Board has chosen to put ESG at the heart of our 2025 vision.**

Ethical procurement, fair supplier management, stringent oversight of our legal obligations and an open dialogue with our stakeholders are all part of how we do business, fairly and sustainably.

Osborne Clarke's mission is to make a positive impact for our clients, people and communities. We want to be a sustainable and profitable business. Good governance is key to assuring ourselves and our clients of this.

The firm's Risk & Compliance team has a broad remit which includes monitoring and managing our performance against standards and regulations; client and matter acceptance and maintenance; business continuity and safeguarding our reputation.

Our client offering reflects our commitment to these values too. We identified three transformation drivers that affect our clients, in which we aim to connect the dots and give legal advice that is greater than the sum of its parts. Our three dimensional approach combines legal expertise, sector and client understanding with insight into the global issues driving transformation in our clients' businesses:

In September we received the results of our 2021 client survey, which gathered feedback from internal stakeholders as well as clients. The firm scored highly for 'Empathy', 'Agility' and 'Commerciality'. Feedback about what impresses clients most included: *"Depth of thought, the level of care they show for their clients, willingness to engage at all levels and when needed"* and *"Being at the forefront of the sustainability agenda to be well placed for the transactions we are likely to be involved in."*

The business strategy is delivering on its objectives for our clients: we are market leaders in the commercial issues our clients are facing, we understand the context they are operating in, and our advice enables transformation and innovation in our clients' businesses.

**Decarbonisation:** Climate change poses a significant challenge to our planet, our personal lives and our business

**Digitalisation:** Businesses face transformative change driven by technology or digital risk

**Urban Dynamics:** The vast majority of businesses, including ours, operate in and benefit from an ever-changing urban environment





**“ This year’s achievements have really advanced the OC for Good framework as part of the firm’s business strategy. Looking ahead to 2025 it’s exciting to know we’re in a strong position to deliver even more for our communities, our people and our clients. ”**  
**Mareen Birresborn, CSR and Inclusion Delivery Lead**

# Looking ahead

This report is the first time we have published our non financial results and achievements in this way. As we look ahead to next year's OC for Good report, a number of exciting projects are already underway that will further us towards our three overarching goals. We recently announced our membership of Business in the Community; we launched our partnership with UK Youth; we are welcoming our first cohort under the 10000 Black Interns scheme; our Wellbeing Strategy is in the pipeline and of course we are embarking on our first year of action in our new carbon reduction programme, OC Zero.



	A good corporate citizen	Always a good employer	Being a good business
<b>Targets</b>	<ul style="list-style-type: none"> <li>4,000 hours of pro bono activity; 50% participation rate among fee earners.</li> <li>3,500 annual volunteering hours</li> <li>Donate &gt;£100k each year through our Charitable Trust</li> </ul>	<ul style="list-style-type: none"> <li>Meeting our gender, race and ethnicity targets; 30% women in partnership</li> <li>6% ethnic minorities in partnership</li> </ul>	<ul style="list-style-type: none"> <li>50% emissions reduction by 2030</li> <li>Net Zero with science based targets no later than 2050</li> </ul>
<b>What we'll be doing in the next 12 months to move us towards our goals</b>	<ul style="list-style-type: none"> <li>Participating in the BITC Responsible Business Tracker</li> </ul>	<ul style="list-style-type: none"> <li>Finalising our Diversity &amp; Inclusion strategy</li> <li>Delivering on our Wellbeing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Publishing our sustainability strategy</li> <li>Improving data and reporting in line with SBTi standards</li> </ul>
<b>What's in the pipeline for 2025 and beyond</b>	<ul style="list-style-type: none"> <li>£500,000 in grant funding through UK Youth, to alleviate digital poverty</li> </ul>	<ul style="list-style-type: none"> <li>Launching our Inclusion Allies programme</li> <li>Revising reward and recognition principles in light of the People Proposition</li> </ul>	<ul style="list-style-type: none"> <li>Broadening our supplier engagement programme to include D&amp;I, CSR and sustainability</li> </ul>



## Osborne Clarke in numbers

# 1220+

talented lawyers

working with

# 320+

expert Partners

in

# 25

international locations\*

advising across

# 8

core sectors

with insight into

# 3

Transformational trends

driven by

# 1

client-centred approach

## Our locations around the world

### Europe

Belgium: Brussels

France: Paris

Germany: Berlin, Cologne, Hamburg, Munich

Italy: Busto Arsizio, Milan, Rome

The Netherlands: Amsterdam

Poland: Warsaw

Spain: Barcelona, Madrid, Zaragoza

Sweden: Stockholm

UK: Bristol, London, Reading

### USA

New York, San Francisco

### Asia

China: Shanghai

India\*: Bangalore, Mumbai, New Delhi

Singapore

Osborne Clarke is the business name for an international legal practice and its associated businesses. Full details here: [osborneclarke.com/verein/](https://osborneclarke.com/verein/)

\*Services in India are provided by a relationship firm

[osborneclarke.com](https://osborneclarke.com)