

Making an impact with ESG



Leadership introduction

Chris Seaton, Senior Partner and Roger Bull, Managing Partner

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Chris Seaton
Senior Partner
and Chair of
the Responsible
Business Committee

We continue to develop and mature our approach and delivery in responsible business and make progress towards our responsible business ambitions for 2026. We remain committed to the Ten Principles of Responsible Business, as signatories to the UN Global Compact and contribute towards the advancement of the UN Sustainable Development Goals.

We do this by focusing on specific activities within our own firm and supply chain, client work in relation to relevant practice areas and, through our not-for-profit collaborations. For us, delivering as a responsible business is how we fulfil our strategic purpose.

Our Responsible Business report is one of the opportunities we have to share the incredible work that is going on throughout the firm and it provides me with the perfect opportunity to say a huge thank you to all of our people and our external stakeholder partnerships for their commitment, energy and hard work in helping us drive forward our responsible business agenda over the last 12 months.

Whilst many of us were hoping for a period of calm following the pandemic, in many respects it has been another rollercoaster year with many

unforeseen events, such as the war in Ukraine, the subsequent energy and cost of living crisis, the death of Queen Elizabeth II and the turbulence in the financial markets.

The inner strength of this firm, combined with the special people and talent we have throughout, allows us not only to meet the challenges that come our way but to seize the inevitable opportunities that change creates, in order to continue to achieve our growth ambitions and also to deliver on our purpose to ensure our clients, people and community flourish.

A particular highlight of the year for me was being named as the Best Law Firm to Work At 2022 by RollonFriday, because it was based on feedback from our people, just as we were emerging from the pandemic. It is our special culture which forms the bedrock of the delivery of our responsible business agenda and ensures its authenticity.

I hope you will find our latest report of interest and I welcome your feedback.

Strategic purpose

"We are an ambitious and inclusive firm that ensures our clients, our people and wider communities flourish."



Roger Bull
Managing Partner

Reviewing the achievements of the firm as a responsible business and as detailed in this report, I am immensely proud. It's a reflection of our culture, values and the fantastic people I have the privilege to work alongside.

Momentum is growing for responsible business, with a focus on ESG by financial investors and social value requirements in relation to public sector spend. I'm proud that through our responsible business attainment we have been able to advocate, enable and encourage others in the advancement of their approach and performance. We do this by sharing what we have done and collaborating through direct relationships, as well as the relevant networks within which we participate.

By having a relentless and balanced focus on our clients, people, community and the environment we can drive long-term sustainable financial performance. That in turn allows us to re-invest in the business and to deliver long-term stakeholder value.

A visible measure of our success is the growth in the firm's headcount. In this respect, over the past four years our headcount has grown by over a third from 748 people to over 1,000.

This growth is remarkable particularly given the challenges of COVID-19 and lockdowns during that period. Despite the pandemic we have continued to recruit exceptional talent throughout the firm, which means we remain well positioned to deliver in a challenging market.

Our ongoing financial performance remains a focus of our strategy, allowing us to help our people, clients and communities to flourish. I am delighted that for Financial Year 2021/22 our revenue grew by approximately 10%, to just over £119m which allows us to re-invest in the business and to deliver long-term stakeholder value.

We know the wider economy and the markets have seen uncertainty and volatility and, continue to do so. As a firm we have a broad and resilient mix of practices and by working together, by focusing on our clients and by providing exceptional service we can continue to be successful and tackle head-on the challenges faced as we deliver on our responsible business commitments.

Burges Salmon is the independent UK law firm which delivers the best mix of advice, service and value.

Our clients range from the largest private and public sector organisations and institutions, to entrepreneurial businesses and wealthy individuals and families.

Working from our offices in Bristol, Edinburgh, London, Dublin and Cardiff, we have built a progressive service culture, based on collaboration and teamwork that is shaped around the needs of our clients, to deliver excellent service and experience.

Operating in selected markets where our knowledge, experience and skills deliver highly effective solutions to our clients' complex needs, we aim to be a leader not a follower.

Burges Salmon works for clients in all three UK jurisdictions and across the globe, through an international network of leading independent law firms – our Preferred Firms Network. Our objective is to provide clients with excellent service and advice, working with these preferred firms around the world, to meet clients' international needs, where relevant.

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We operate
in all the UK
jurisdictions

£119.2m

Fee income
to April 2022

105

Partners

400+

Lawyers

70%

Partners recognised
by Chambers UK
2023 as leaders in
their field

1,000+

People at
the firm



Bristol



London



Edinburgh

Our responsible business approach

05

Our responsible business approach has been informed by our membership of Business in The Community (BITC) and as a signatory to the UN Global Compact. We have incorporated the UN Sustainable Development Goals (SDGs), undertaken a materiality analysis and validated our approach and priorities with a round of formal stakeholder engagement.

We strive for best practice challenging ourselves with stakeholder feedback, external assessments and benchmarks to inform an approach of continuous improvement.

We are members of relevant organisations and have made many pledges and public commitments across the responsible business agenda.

We are recognised as a leader for ESG performance as a responsible business. In our 2022 EcoVadis assessment we ranked on the 94th percentile in the top 5% of participants globally and were recognised as 'advanced' across the three main pillars of ethics, environment, labour practices & human rights and, recognised as 'good' in terms of sustainable procurement.

Other independent research and assessment of performance in the legal sector, conducted by RSGI Limited (a global think tank for the legal industry) and Impactvise (a legally focused ESG and technology consultancy) ranked us as leaders amongst law firms globally.

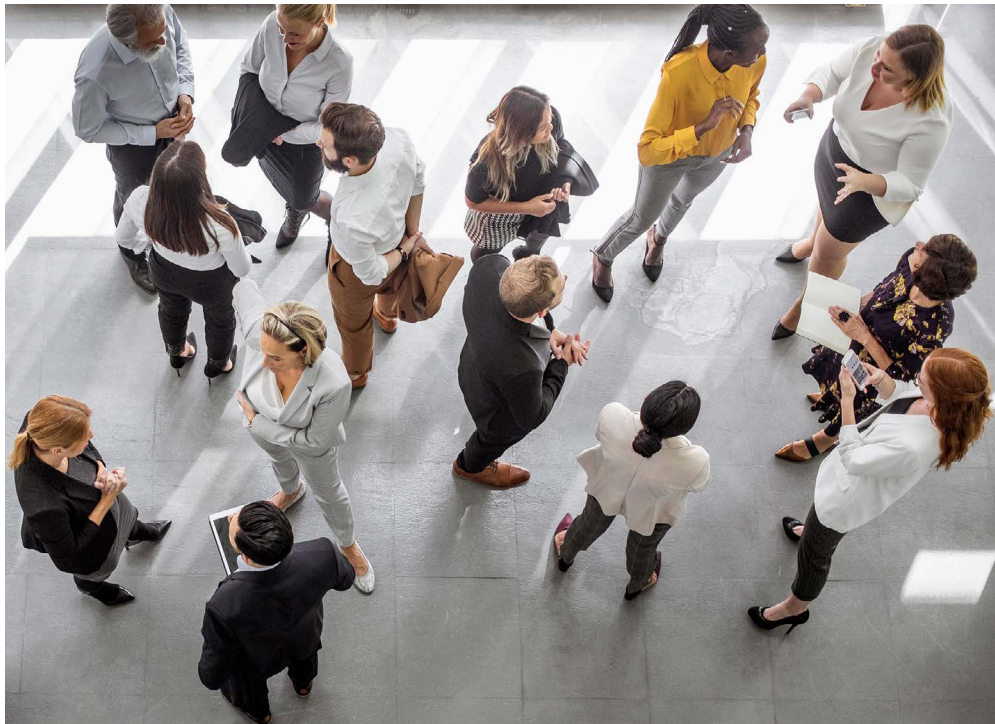
Our responsible business framework sets out our five responsible business priorities in pursuit of delivering our strategic purpose. They guide us in terms of what we focus on internally as a responsible business, how we can maximise impact through our core legal service offering and with which not-for-profit organisations we collaborate.

We deliver responsible business by operating to high standards in the marketplace, having an inclusive and engaging workplace, minimising environmental impacts and giving back to the community. We have defined ten targeted ambitions in terms of what we wish to achieve in five years, from 1st May 2020 to 1st May 2025. This is in alignment with the firm's strategy.

This report is structured to provide you with a progress update against all five of our core responsible business objectives, as well as our ten ambitions.

We understand the importance of accountability and therefore accuracy in reporting. This year we have progressed work with ERM, a sustainability consultancy, in preparation for the future assurance and verification of select data points.





“The importance of ESG continues to grow. With increasing shareholder demands, customer expectations and further regulation. It’s been an exciting year for ESG and we take pride in the fact we don’t just offer highly respected ESG legal advice, we walk the talk too, as reflected in our benchmark positions and award shortlists and wins.”

Michael Barlow, Partner

Our ESG legal practice is headed by Partner, Michael Barlow who leads a multi-disciplinary team from across the firm, to ensure the varying aspects of ESG are well addressed, in terms of specific legal expertise and setting out a broader ESG strategy.

Examples of client matters undertaken include:

- Advising an **educational charity** with significant landholdings on developing its ESG strategy and assisting with implementation of the strategy.
- Advice to a **global technology company** on compliance with modern slavery legislation.
- Advising **Kinetic Capital** on a £39m loan facility to finance the development of student accommodation in Nottingham. The transaction is the first in Kinetic’s ESG programme, through which the lender offers financial incentives for borrowers to deliver on pre-agreed ESG objectives with a focus on initiatives that support students’ mental health and wellbeing.
- Advising a **French fashion house** on its ESG compliance including advising the Board on climate change risk reporting.
- Appointed to **Ordnance Survey** to advise on ESG issues.
- Advising a **private equity fund** on ESG risks arising from the acquisition of a target operating in a sensitive market, including assisting the fund in understanding the rapidly evolving regulatory regime for the target’s business.
- Advising **trustees** on risk mitigation strategies in cases where they are asked to invest a high percentage, or the totality, of trust assets in ESG investments.
- Advising **fund managers** on their ESG policies and communications.
- Advising **Blue Gem Wind** on all aspects of its 96MW floating wind demonstration project, Erebus.
- Advising **Progressive Energy** and **Cadent** on the flagship Hynet North West Carbon Capture and Storage and hydrogen cluster project in relation to CO₂ aspects and pipelines, as well as other participants in all Government led CCUS commercialisation competitions to date.
- Principal legal adviser to the **United Kingdom Atomic Energy Authority**, assisting it with its mission to research and develop fusion energy and associated technologies.
- Advising **M&S** on the award winning community energy scheme, M&S Energy Society, which involves the purchase by M&S of renewable electricity generated by solar panels installed on its stores across the UK, with the generating infrastructure being financed by members of community energy organisation Energy4All.

Wellbeing and engagement



Wellbeing and engagement

Our aim is to enable wider engagement in wellbeing with a focus on resilience and mental health.

Wellbeing

We continue to invest in our people's wellbeing. Our Wellbeing Action Plan (now in its second year) is shaped around five themes: thriving individuals; inclusive leadership; impact of COVID-19; engaging our people; and community & client engagement. Through research, benchmarking against wellbeing standards and feedback from our people, we focus on priority areas each year. We continue to support our people with the ongoing challenges from COVID-19 and adapting to new ways of (hybrid) working, both at an individual and team level.

We were pleased to receive a much improved score of 87% in our last submission to the BITC Responsible Business Tracker, Health and Wellbeing section. One recommendation encouraged us to refine how we use data to inform and give evidence to our wellbeing activities. We have therefore created wellbeing KPIs that align with the Wellbeing Action Plan, improved the reporting available from our systems and have created a set of metrics.

Our BWell Day took place during October, with a range of hybrid events for our people to place wellbeing at the top of their personal agenda. Sessions and activities included 'the role masculinity plays in the workplace', 'cyclical living', 'imposter syndrome' and 'toxic perfectionism'. Tai Chi taster sessions, a free healthy breakfast and a wellbeing walk were also available to all. The most popular sessions

were "Breaking free from perfectionism" and "Imposter syndrome". Our follow-up feedback survey, showed 88% of people said 'yes' when asked if the firm supported their wellbeing and a further 12% said it 'somewhat' supported their wellbeing.

Our Mental Health First Aiders (MHFA) continue to support our people and our internal network of BWell Ambassadors provide an important role in communicating and engaging our people, including highlighting sessions that can be attended and keeping the conversation going across the firm.

Engagement

We continue to deliver on our Platinum standard accreditation for Investors in People (IiP); the international standard for people management that enables us to benchmark against the best in business. Since securing our Platinum accreditation in 2021, we have engaged in a 12 month review to support our progress in the way we lead, along with supporting and creating development opportunities for our people.

We received a range of positive feedback from IiP communicating that we truly embed our values and our wellbeing strategy and, have a good focus on equality, diversity and inclusion (D&I). Additionally, our people have trust and confidence in our leadership

Wellbeing and engagement highlights

- Voted RollonFriday 'Best Law Firm to Work At 2022'
- Hybrid working survey: Our people are very positive about hybrid working with 94% feeling that our principles have the right balance
- 88% of Wellbeing Day 2022 participants stated it "supported their wellbeing"
- Shortlisted for the Social Responsibility Award 2022 by Investors in People
- Shortlisted for the Diversity, Inclusion & Wellbeing Award 2022 by Bristol Law Society

team and our learning and development offering is highlighted as “excellent”. We have a comprehensive action plan to support development recommendations, which we have been rolling out with positive results.

Firm-wide engagement from a range of surveys has shown the work we are doing for liP continues to have a positive impact at the firm. We were named Best Law Firm to Work At 2022 by RollonFriday. These survey results show ongoing satisfaction with the firm’s culture (88%), career development (79%) and management (86%) and our people positively commented on our supportive and inclusive culture, clear and transparent career progression, hybrid working flexibility, approachable leadership and competitive remuneration package.

Hybrid working continues to be successful, in collaboration with embedding an agile working approach. We created a set of principles for hybrid working based on trust and our values. The recent hybrid working survey had a 76% response rate and 94% feel the principles strike the right balance and 89% are positive about hybrid working at the firm.

We seek to grow our unique culture in hybrid ways of working. As a growing firm, with an ambitious strategy, we continue to support our people and the liP standards help us to deliver on this.

Objectives for 2022	Status	Progress
To become a signatory of the Mindful Business Charter and create an action plan to implement their requirements.	Delivered	We have become signatories of the Mindful Business Charter. We attend regular calls with other signatories and have attended training on how to implement the Charter. We have shared our Smart Meeting resource with the Mindful Business Community.
To embed a set of wellbeing metrics that we can report to both internal and external stakeholders.	Ongoing	We have drafted a set of metrics and collected the data from the last financial year as a starting benchmark. Metrics include people metrics, preventative wellbeing measures, early intervention measures, wellbeing benefits uptake, wellbeing engagement activities and more holistic results from firm-wide surveys.
To create a wellbeing curriculum with a mix of instructor-led and on-demand resources, for people to access resources that best suit their wellbeing requirements.	Delivered	A wellbeing channel has been created on our learning platform (LAB), which provides a mix of instructor-led and on-demand resources. We will continue to develop the curriculum and add resources.
Ambition for 2026	Status	Year 2 progress
To enhance our Investors in People score and achieve an overall engagement score of at least 80%.	On-track	Most recent engagement survey had an 82% engagement score. An action plan is being progressed in relation to Investors in People feedback.
To enable our people in their ongoing development by investing in at least 19,500 hours per year of instructor-led training and to facilitate 14,000 visits a year to informal learning on the Learning Management System (LMS).	On-track	We have good attendance and engagement in instructor-led training with 22,883 hours recorded for the latest year. Engagement with the learning management system is slightly lower than desired at 10,750 visits.



"The firm has a fantastic range of wellbeing resources and initiatives to promote positive wellbeing, for example the annual wellbeing event, ongoing wellbeing talks, wellbeing publications, the MHFA provision, information and discussions with the People team, learning resources and intranet information (including details of support and access for the Employee Assistance Programme, My Family Care, LawCare, BUPA, Babylon, private GP and more. As well as suggestions for financial wellbeing including pension support from our pensions provider, a range of sports and social activities arranged by BSocial, articles in our internal magazine and promotion of healthy eating. The office has been updated to aid wellbeing, with more plants, increasing natural light where possible and introducing more collaboration and social areas. The firm's dedication to supporting charities and a range of CR initiatives also have a positive wellbeing focus and provide opportunities for colleagues to work together to help others in need."

Jodie Elvidge, BWell Ambassador

Healthcare legal practice

During 2022 we advised Gavi, the Vaccine Alliance, on its partnership and immunisation programme with International Rescue Committee and World Vision to vaccinate children across marginalised communities.

Gavi is a public-private partnership bringing together developing country and donor governments, The World Health Organization, UNICEF, The World Bank, the vaccine industry, technical agencies, civil society, The Bill & Melinda Gates Foundation and other private sector partners to help vaccinate half the world's children against disease.

The Zero-Dose Immunization Programme is dedicating up to US\$ 100 million to reach children, who have not received a single routine vaccine shot, living in displaced communities and fragile and conflict settings.

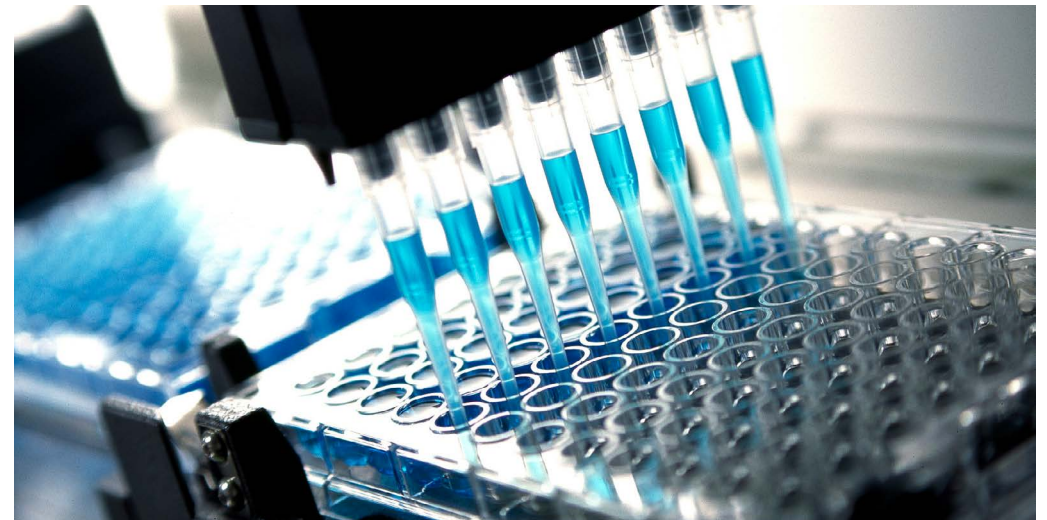
Our team advising on the deal was led by senior associate Rory Trust with support from Projects partner Patrick Parkin, associate Sam Charkham and trainee solicitor Alice Willoughby.



"We are extremely proud to have supported Gavi in developing new ways of working with NGOs to reach marginalised

communities. This project is a key part of Gavi's drive to use innovation to reduce the number of zero-dose children globally by 25% by 2025."

**Rory Trust,
Senior Associate**



Men's mental health



Talk Club

Mental ill health is one of the biggest dangers for men under the age of 50. So how do we change the conversation, to better equip people with the tools to keep themselves healthy? Talk Club is an excellent example; a charity established following the tragic loss of a childhood friend. Talk Club provides communities for men to talk. Meeting in pubs, parks, football clubs and online, each Talk Club is led by a trained Captain and encourages conversation and support following an opening question, "How are you? Out of 10?"

We developed a partnership with Talk Club to help us open up the conversation about mental health and to help support its critical work. Male members of our people-led gender balance group (BBalanced) kicked off initiatives by hosting a lunch & learn session which was attended by hundreds of people, to hear from Talk Club about its approach to encourage people to open up about their experiences of mental health. We are now training our own Captains to establish support groups. We are also providing pro bono support and fundraising for Talk Club, to help with its growth ambitions.

"Honestly, we love our partnership with Burges Salmon. They get us. They understand the need for prevention of mental ill health, and don't just talk the talk, they walk the walk. We get approached by some corporates, and you can tell we are only there to tick a box. Burges Salmon isn't like that. You can see they believe they can be part of the solution. And we're really proud to be on that journey with them."

Co-Founder/Co-CEO Ben Akers

Objectives for 2023

- To increase engagement with our financial wellbeing offering.
- To roll out personal Wellbeing Action Plans and training.
- To strengthen the connection between our existing benefits offering and how it links to personal wellbeing.



UN Sustainable Development Goal



UN Global Compact Principle

Principle 1
Respect of Human Rights

Key Performance Indicators

Wellbeing and engagement	FY 2019/20	FY 2020/21	FY 2021/22
Absence through sickness	1%	1%	1%
Turnover of our people	16%	8%	14%
RollonFriday ranking	9th	8th	1st
Investors in People	Gold	Platinum	Platinum
Average training hours per person	N/A	N/A	24.6
Overall satisfaction – People survey	Biennial	82%	Biennial
Volunteering (of total people)	53%	16%	41%

Stakeholder network – connections



Inclusive workplace



Inclusive workplace

We want to attract from the widest talent pool, have a culture where people feel they can be themselves and contribute to a society that is inclusive and cohesive. Our aim is to enable the progression of talent in an inclusive workplace and in the pursuit of social mobility.

Diversity and inclusion

In addition to setting publically accountable D&I targets, reporting on our population statistics and running a firm-wide people sentiment survey assessing inclusion and belonging, we have enhanced the firm's award winning inclusive workplace this year through a number of key initiatives.

In September 2022 we held our 'Inclusion Week' celebration event for the whole firm. This was to recognise the work of our people-led networks and to thank our people for their help in building our award-winning inclusive workplace. The event included a free Caribbean lunch, Pride cupcakes, a BBalanced two-year anniversary cake, British Sign Language mini masterclasses and donations of unused work wear to the Smart Works charity.

Gender

We have been named one of The Times Top 50 Employers for Women for the second consecutive year, reflecting the work we have been delivering in supporting our women into fulfilling, balanced careers and leadership roles. In terms of leadership 25% of our partners, 50% of directors and 50% of chiefs are female. We are developing our leadership pipeline further with active management by our Managing Partner and gender taskforce. We have improved support for our working parents and carers with coaching, developing a parents and carers network and providing

training for partners on how to support their team members who are parents. Through the coaching there has been a 31% increase in parents feeling equipped to manage their ongoing career, as they balance work and family, and a 60% increase in having confidence in how to approach this area.

Male mental health has been a key focus area, with the set-up of a new partnership with the charity Talk Club. We have run learning sessions on male mental fitness and suicide awareness for our people, with members of our gender balance network sharing their own personal experiences alongside charity partners, to help break down the stigma and encourage conversations.

Ethnic diversity

Our new reverse mentoring scheme, supported by our people-led ethnic diversity network, BCultured, shared ethnic minority experiences with senior management, to understand how we can improve processes and policies to strengthen inclusion. The scheme resulted in a 30% increase in managers' confidence in supporting diverse teams and received positive feedback from mentors and mentees. This work links into our Ethnic Diversity Action Plan, with our Senior Partner, Chris Seaton, as executive sponsor.

Inclusive workplace highlights

- Highly Commended – SOMO 'Community Programme of the Year' Gold Award for social mobility
- Named one of The Times Top 50 Employers for Women 2022
- Inclusive careers survey: 87% of respondents feel they belong at the firm and 77% see fair opportunities to access good work
- Delivery of 'Inclusion Week' with key celebration event recognising the work of our people-led networks
- Highest ever Top 75 Social Mobility Employers Index, ranking 23rd

Sexual Orientation LGBT+

During 2022 we saw the return of many national Pride events and we are happy to continue our sponsorship of Bristol Pride, whilst also sponsoring Edinburgh Pride for the first time. These affiliations mean a great deal to our people and alongside our programme of support and awareness raising have led to us having an LGBT+ population of 8%, greater than the respective populations in the cities in which we operate. Our LGBT+ network, BProud, has been busy flying the flag for key issues including organising an LGBT+ history walk.

Disability

Working with our Resourcing team we have reviewed our recruitment processes and, using expert external guidance, developed an adjustments toolkit to provide advanced support for every candidate with impairments or disabilities. As a Disability Confident employer we have rolled out training to all our line managers on disability awareness, providing them with the information, guidance and tools needed to help colleagues build successful careers. Hundreds of our people have come together in training sessions around topics such as neurodiversity and deaf awareness; strengthening how we can work across teams to provide a positive and welcoming working environment for colleagues, clients and visitors.

Objectives for 2022	Status	Progress
To introduce firm-wide training on D&I mini topics, to support our values and ensure a base level of understanding across our workforce.	Delivered	Firm-wide learning sessions on a range of D&I topics were delivered. Further mini e-learning modules are planned for launch during 2023.
To deliver a leadership D&I reverse mentoring programme.	Delivered	First and second cohort of reverse mentoring programme established for improving understanding around the two areas of ethnic diversity and disability.
To enable hybrid delivery of our 'Working with Schools' programme to widen access and maintain the different advantages of in-person and on-line delivery.	Delivered	We delivered the 2022 Law Information Days both in-person and virtually. We worked with schools in-person and virtually, depending on the requirements of the school and broadened our reach to social mobility cold spots.
Ambition for 2026	Status	Year 2 progress
To achieve at least 33% female partners, on the road to parity.	On-track	This year female partners were at 25% up from the previous year of 23%.
To reach at least 4,000 students engagements through our 'Working with Schools' programme targeted towards state schools.	On-track	In the 2 years we have reached 2,094 student engagements. We hope to exceed our target.

Social mobility

We continue our focus on social mobility, as part of our PRIME legal sector commitment, to widen access to the legal profession. We use our participation in the Social Mobility Employer Index to help focus our improvements. We are a Top 75 Social Mobility Employer, ranked 23rd.

With our 'Working with Schools' programme we have returned to delivering a greater number of in-person events, which include our in-house activities, such as Law Information Days and work-experience weeks for students aged 14–17. We continue to host virtual delivery, recognising the benefits of extended reach, in terms of geography and student numbers.

We work in collaboration with external partner organisations including the Social Mobility Business Partnership, Envision and IntoUniversity, providing a range of support such as funding, volunteers, hosting events and active delivery. This year we reached out to a number of schools in social mobility cold spots, either directly or via our partnership organisations.

We held a social mobility roundtable with our people, to stimulate internal debate and to gather feedback in terms of further opportunities to support social mobility within the firm.



Trainee Solicitors



"Social mobility will always remain a key focus for me. It's essential that people like myself do not 'pull the ladder up' and that we continue to have conversations to remind our businesses why a diverse workforce is in everyone's

best interest, and why we must do the work to improve access, opportunity and remove barriers for all. The intersectionality of other potential barriers must be considered holistically too.

Accordingly, it was a privilege to be asked to speak at our firm-wide Social Mobility Roundtable, alongside our

Managing Partner Roger Bull and People team Business Partner Kerry Phillips.

I shared my experiences from being on the Pathways to Law programme, run by The Sutton Trust in conjunction with the University of Exeter and, the work experience and support received from Magdalen Chambers. I also gave an insight into seeing social mobility from the other side through my prior role with Cardiff University/ Prifysgol Caerdydd and particularly Cardiff University Widening Participation & Outreach."

Eleanor Parsons, Trainee Solicitor

As part of our work on social mobility we continue to expand our apprenticeship schemes and have developed new work experience opportunities, including our scheme focused on Black and Minority Ethnic students. In September 2023, our first cohort of legal apprentices will qualify as solicitors at the firm, after completing seven year apprenticeships. During 2023 we will be re-introducing our business apprenticeship scheme, which was paused due to the pandemic. The scheme will offer apprenticeships in Finance, IT, Marketing and Project Management, to provide further opportunities for school leavers to pursue a business career without going to university.

Employment legal practice

Employment law is constantly evolving and our lawyers track the latest employment law changes, to provide regular round-ups of legislation, case updates and helpful guides.

Associate Eilidh Wood, wrote an article on Artificial Intelligence (AI) in recruitment, following the announcement that The Information Commissioner's Office (ICO) would investigate whether AI systems are showing bias when dealing with job applicants. Key points from the article included the following:

Recruitment has always been a target for automation where the sheer volume of data can be more efficiently sifted and analysed by computer. In 2022 the ICO indicated they intend



Inclusion Week



BCultured – Black History Month

to launch an investigation into the use of AI systems in recruitment, looking at the impact AI could have on groups of people who aren't part of the software testing, such as neurodiverse people or people from ethnic minorities.

AI systems can range from assessing video interviews to a "key words" search in applications. Concerns raised include where AI software currently focuses on an individual's written ability or speech patterns, which could put those who have disabilities, neurodiverse conditions, or English as an additional language, at a disadvantage. This in turn risks counteracting business progress on diversity and inclusion.

Notwithstanding the potential risks, AI has a place. Using AI tools can achieve levels of efficiency that humans alone cannot. Employers should however be aware of the risks and be proactive in deploying appropriate risk assessments. The use of AI tools should be regularly reviewed to identify any potential impact on applicants and employees. Whilst there is no regulatory framework mandating such reviews or impact assessments at present, the issue of AI regulation is currently on the UK government's radar, as well as being considered globally.

Embracing Neurodiversity

As part of our focus on disability inclusion we have been furthering work on neurodiversity; a range of naturally occurring variations in the human brain, which can create challenges as well as unique strengths.

Neurodivergent people often have key skills to bring to a team such as problem-solving, communication, strategy creation, trouble-shooting, improving processes, as well as lateral and creative thinking; all qualities essential and relevant to the legal profession. Additionally, having a range of different ways of thinking keeps firms innovating and progressing.



Alice Willoughby, Trainee Solicitor, shares her experience of dyspraxia and auditory processing difficulties:

“Dyspraxia affects the way the brain organises movement and thought, linked to that I have to work harder to process information, particularly sound. Though my ears work perfectly, sometimes I won’t ‘hear’ you and I use lip-reading to support my understanding of conversations. Another symptom of dyspraxia is clumsiness.

Dyspraxia impacts the way I work, making some things more difficult, such as taking attendance notes and following virtual meetings but it does not mean I am unable to do those things; just that I have to work a bit harder. Dyspraxia also helps me; I have developed strong organisational skills from a childhood of forgetting the next lesson and how to get there. I also look at problems differently and have a strong awareness of others. Altogether I think it helps me be a better Trainee Solicitor, just like all our experiences shape us.

I am proud to say that Burges Salmon is genuinely invested in helping all its people succeed. I only received my diagnosis the year before I started at the firm, so I am still figuring things out myself. Having one to one coaching on developing techniques to help achieve my potential has been extremely helpful. Equally the friendly nature of the firm has meant I do not feel the need to hide this aspect of myself but rather have an open dialogue.

The firm has an internal network, BEnabled, of which I am a member. It works to support and raise awareness of the issues affecting people with disabilities, long-term health conditions (including mental health conditions) and neurodiversities. Having this group creates not only a safe space to discuss ideas and challenges but also helps to break the stigma of talking about disabilities to create tangible change.”



Objectives for 2023

- To implement a digitally inclusive framework to ensure learning content is designed for inclusion and accessibility.
- To achieve the employer's Disability Confident Level 3 accreditation.
- To establish a new Business Apprenticeship scheme, to commence in September 2023.



UN Sustainable Development Goal



UN Global Compact Principle

- Principle 1**
Respect of Human Rights
- Principle 6**
Elimination of discrimination in respect of employment

Key Performance Indicators

Inclusive workplace	FY 2019/20	FY 2020/21	FY 2021/22
Female partners	21%	23%	25%
Female partner promotions	50%	60%	40%
Female directors and senior associates	51%	57%	60%
No. of Apprentices (employed)	19	13	17
Stonewall Equality Index (ranking)	101	N/A	N/A
Social Mobility Employer Index ranking	39	56	23

Stakeholder network – connections



[illegible]

Environmental sustainability

Our aim is to take action for an environmentally sustainable future that positively impacts the community.

Net Zero

One of our most significant achievements during the year was to have formal approval from the Science Based Targets Initiative for our science based targets. We aim to reduce our total Scope 1, Scope 2 and significant Scope 3 emissions, i.e. our total carbon footprint by 50% by 2030 against a 2019 baseline year.

Following work to determine our science based targets, we gained a deeper appreciation of our total carbon footprint and in particular our Scope 3 supply chain emissions. Our Scope 3 indirect supply chain emissions account for 96% of our overall carbon footprint and within Scope 3, 75% relate to the Purchase of Goods and Services. Recognising the importance of engaging our suppliers, we trialled a new supplier engagement approach, to encourage data disclosure and the setting of reduction targets.

Other elements of our carbon reduction pathway include a continued focus on energy reductions and efficiencies, use of renewable energy sources, a focus on green commutes, implementation of an updated Sustainable Travel Policy (supported by student research at the University of Bristol) and advocacy for district heating (enabling a shift away from gas heating).

We were therefore pleased to host an information event "Bristol Heat Network Insights and Net Zero Ambitions" in connection with our head office and the local Business Improvement District.

For the second year, we participated in the CDP climate benchmark. We have made progress on further consideration of risks and opportunities, as guided by the Task Force on Climate-related Financial Disclosures (TCFD). As we have increasingly understood the requirements of the benchmark we have moved our second year CDP score from the 'D' disclosure band to the 'C' awareness band. We will continue to pursue improvements with the aim of achieving a 'B' score or higher. We have worked with external consultants to help us with insights into climate scenarios for us to further consider climate related risks and opportunities, in terms of specific practice areas as well as firm-wide.

We recognise carbon offsets are a last resort but we believe they have a role to play if they are of good quality and deliver additional environmental benefits. We again offset our Scope 1, 2 and Scope 3 business travel emissions with Trees for Life, supporting its reforestation and biodiversity work. We have become a corporate partner of the charity, to make a longer term commitment to its work.

We continue to advocate for climate actions more widely and contributed in a number of external forums, including the Net Zero Lawyers Alliance, the Legal Sustainability Alliance, the Chancery Lane Project and Bristol Green Capital Partnership Climate Leaders Group.

Environmental sustainability highlights

- 'Best Law Firm for Eco-Friendliness' winner – Legal Cheek Awards 2022
- Sustainability LexisNexis Legal Award 2022 winner
- Sustainable Business of the Year 2022 winner – Bristol Law Society
- Science Based Targets formally approved by the Science Based Targets Initiative
- Winner of the Impact on Climate award at the Pensions Management Institute Pinnacle Awards 2022, for the recent launch of our ESG Pensions tool

Our Net Zero Legal team continued to work with a variety of clients across the built environment, transport, energy and land use sectors. The team released two important reports ‘**Getting to Net Zero: the role of rural land**’ and ‘**Getting to Net Zero: Consenting hydrogen projects**’ whilst other members featured on Sky’s TV Programme ‘The Pathway to Net Zero’.

Environmental impacts

In addition to energy use and carbon emissions, our Environment Committee monitors our other environmental impacts. These include water use, paper use, single-use plastic items, hospitality waste and general waste. Initiatives progressed during the year have included feasibility of installing electric vehicle charging points at our offices, reductions in filing storage capacities, water flow reductions, kitchen equipment upgrades and sustainable office supplies.



Objectives for 2022	Status	Progress
To introduce new initiatives to reduce water use.	Ongoing	Bathroom refurbishment project for Bristol Head Office has been approved and will be delivered over the next four years.
To agree our science based targets reduction pathway by the end of the year with the Science Based Targets Initiative.	Delivered	We received confirmation that our targets were approved in July 2022.
To initiate work to commence meaningful engagement with our suppliers on climate action.	Delivered	Key suppliers were contacted to encourage emissions disclosure and an initial report produced. This will be an ongoing focus with supplier engagement evolving.
Ambition for 2026	Status	Year 2 progress
To make progress on our Science Based Targets towards a 50% reduction in Scope 1,2 and 3 emissions by 2030 and achieve Net Zero by 2026 (Scope 1, 2 & 3 Business Travel).	Requires focus	We have made progress with our carbon reduction plan, aligned to our 1.5°C pathway. We recognise that there is new guidance in relation to the term ‘Net Zero’ which we will address going forward. Our Net Zero target is based on the definition provided by the UK Government in 2018.
To achieve a waste reuse/recycling rate of at least 80%.	Requires focus	The latest recycling rate is 70% which dropped from 74% in the previous year. This requires focus as we have made and continue to make changes to the working office environment.

Litter picking on The Thames



Filming of Sky's TV Programme 'The Pathway to Net Zero'

We established a new approach to the monitoring of environmental KPIs, paying particular attention to key trends and year-on-year performance against our 2019 baseline year. Our environmental management system successfully attained its ISO 14001 recertification.

We continued to engage our people with regular internal communications, our BSustainable network of environmental champions and volunteering opportunities with a selection of environmental related charities, which we support. In addition to the annual Green Week, BSustainable marked National Recycle Week and National Tree Week, as well as organising a sustainable Christmas fayre.

We delivered Green Week in June in a hybrid format, engaging 200 of our people in ten different activities. Sessions explored a variety of sustainability topics and included a presentation from our pensions provider Hargreaves Lansdown, a focus on the Chancery Lane Project, a sustainable pensions session with Make My Money Matter, a Dr Bike safety check and repairs session, a client presentation from Oxygen House (focusing on wildlife and conservation), an Avon Wildlife Trust stall, a film night and panel discussion with the World Wildlife Fund (WWF), a talk on Plastic Pollution, a session on Zero Waste, a discussion on home energy improvements, a food foraging presentation and a London volunteering event to tackle marine litter.

Net Zero legal practice

During 2022, our Net Zero Services team provided commercial legal advice and due diligence for the acquisition of the entire issued share capital of Bowerhouse II Solar Limited from Hive Ethical Solar Portfolio 1 Limited by Kent County Council, via its wholly owned subsidiary Commercial Services Kent Limited (CSKL).

CSKL is one of the largest, local authority owned, trading organisations of its kind in the UK. Since its inception over 70 years ago, as the supplies division of Kent County Council, it has grown organically to become one of the leading suppliers of products and services to the public sector.

Hive is an experienced international developer and operator of solar photovoltaic projects, creating transformational change for a cleaner future by delivering world-class solar projects and smart solutions across the circular economy.

With extensive expertise on renewable energy projects and transactions, our team was led by senior associate Danny Perera, along with renewable energy partners Ross Fairley and Camilla Usher-Clark. Acting for CSKL, we prepared and reviewed the commercial documentation for the acquisition.

The Bowerhouse II Solar Farm has the capacity to have 39,312 solar panels and will provide 22,000 megawatt hours of green electricity to the grid a year. Burges Salmon has helped Kent County Council, via CSKL to achieve a landmark acquisition that will deliver significant benefits to the local low carbon economy and environment. The 38 hectare (94 acre) solar farm will massively reduce carbon emissions, whilst saving energy costs for Kent County Council.



"We are delighted to see the acquisition of this solar project completed and a significant step taken towards Kent County Council's Net Zero ambition."

Kane Stockwell, Net Zero Energy Supply Lead, Laser Energy

Supporting bees and biodiversity

We have partnered with the Lawrence Weston Community Farm (LWCF) charity for 5 years and during 2022, we started collaborating with them on a new initiative; to have a Burges Salmon beehive at its farm.

As part of this, our people will be learning about biodiversity and engaging in bee-related volunteering activities, including assembling a beehive, maintaining it regularly from spring to autumn as well as extracting honey.

Some of our people have already visited the farm to learn about honey extraction. They had the opportunity to be directly involved extracting honey from the bee hives which were already there. Members of our Construction & Engineering legal team volunteered, in collaboration with a client, to build the Burges Salmon beehive, which is made of British Western Red Cedar. During October the beekeepers visited our Bristol office to talk about biodiversity and the role of beekeeping.

In Edinburgh, we have installed two beehives on the roof of our office, as we recognise honeybees play a vital role in the ecosystem, pollinating flowering plants, trees and crops.



"It's great to be collaborating with Lawrence Weston Community Farm on an environmental sustainability project and to have our own Burges Salmon beehives!"

Angela Parfitt,
Corporate Responsibility Specialist



Beekeeping at the Lawrence Weston Community Farm

Objectives for 2023

- To agree the environmental targets for relevant indicators towards 2026, from a 2019 base year.
- To progress key improvement opportunities, informed by our CDP Climate submission, including the address of climate-related risks and opportunities.
- To complete an energy audit within our office footprint to identify further efficiencies and reductions.



UN Sustainable Development Goal



UN Global Compact Principle

Principle 7

Precautionary approach to environmental challenges

Principle 8

Promote greater environmental responsibilities

Principle 9

Diffusion of environmentally friendly technologies

Commitments

Key Performance Indicators			
Environmental sustainability	CY 2019	CY 2020	CY 2021
Scope 1 emissions tCO ₂ e	254	196	177
Scope 2 emissions tCO ₂ e (location-based)*	717	544	546
Scope 2 emissions tCO ₂ e (market-based)**	54	31	0
Scope 3 emissions tCO ₂ e	8,123	7,809	7,504
Total Scope 1, 2 (market-based) & 3 emissions tCO ₂ e	8,431	8,036	7,861
Electricity consumption (KwH)	2,876,309	2,437,487	2,347,088
Gas consumption (m ³)	115,166	126,872	143,509
Green commuting (% of people)	77%	75%	N/A
Percentage of waste reused or recycled per year	66%	71%	67%
Water usage (m ³)	10,540	4,158	2,296
Paper usage (sheets)	8,786,897	3,047,900	1,915,850
Total waste incinerated for energy (tonnes)	190.4	44.8	43.2
Hospitality waste (kg)	1,141	190	166

* Location-based method is based on emissions from the local power grid relevant to our office footprint.

** Market-based method is based on emissions related to energy-purchase decisions and therefore better accounts for use of renewable energy and power purchase agreements.

Stakeholder network – connections



Employment and human rights



Employment and human rights

Our aim is to contribute to the provision of employment opportunities that are inclusive and fair. Fundamental to this aim is the respect of human rights.

Human rights

We subscribe to internationally recognised human rights in line with the principles and guidance of the UN Global Compact, the UN Universal Declaration of Human Rights, the core conventions of the International Labour Organisation (ILO) and the UN Guiding Principles on Business and Human Rights (UNGPs). We have identified our most salient human rights. We have a specific Human Rights policy and a Modern Slavery Statement. For more information, please refer to our website: <https://www.burges-salmon.com/about-us/responsible-business/human-rights>

As a law firm our people are required to comply with Codes of Conduct that are specified by the relevant regulatory authorities including the Solicitors Regulatory Authority and the Law Society of Scotland. We provide our people with an Employee Assistance Programme and have in place concern reporting and a Whistleblowing policy. We recognise freedom of association and the right to collective bargaining. Whilst we do not have a unionised workforce we regularly engage with our people through our internal networks, key representatives and other mechanisms such as our People survey.

During 2022 we continued our support of various pro bono opportunities that enable access to justice for the more vulnerable and disadvantaged. We continued to support the Legal Walk in connection with the Access to Justice Foundation and made our annual financial donation. We make a donation to

the charity 'Support Through Court' and our Employment team lawyers are involved in supporting pro bono employment clinics.

We have reinvigorated our focus on pro bono and renewed our membership of LawWorks which is an organisation enabling charities access to pro bono legal advice across England and Wales.

We have strengthened our focus on refugees. We established links with Bristol Refugee Rights charity, to which we made a financial donation, provided 1:2:1 mentoring, facilitated lunch & learn sessions, supported with in-kind meeting room use and made a donation of toys. We supported an additional charity Boaderlands that exists to work with refugees, asylum seekers and other vulnerable migrants to increase their inclusion.

We recognise that the risk of human rights infringements and abuse is greater in our supply chain. To help shine a spotlight on the issue of modern slavery and human trafficking, we marked Anti-Slavery Day on 18 October with a visit from our partner charity, Unseen. The charity was hosted by some of our trainee solicitors, who are planning a fundraising skydive in 2023. We made a financial donation to Unseen as part of its Big Give appeal helping it to secure additional funding.

We published our updated Modern Slavery statement on our website: <https://www.burges-salmon.com/slavery-statement>

Employment and human rights highlights

- **Active supporters and advocates of Business in the Community (BITC) Inclusive Employment focus**
- **Support of Anti-Slavery Day in collaboration with charity partner Unseen**
- **Implementation of our enhanced Responsible Procurement approach**
- **Galvanised support for the displaced Ukrainian people and refugees**
- **Winner of the 'Best First Year Opportunities' category at the 'AllAboutLaw' Awards 2022 – based on the opinions of students with aspirations to become a solicitor**

Recognising the importance of our supply chain and supplier engagement we are pleased with the deployment of our enhanced Responsible Procurement approach with good uptake and response from our targeted suppliers. This resulted in us attaining a 10% improvement in the EcoVadis assessment in the sustainable procurement section. We understand that supplier engagement is reciprocal and we continue to aspire to align with the Prompt Payment Code. In the last financial year more than 11,000 supplier invoices were paid of which 86% were paid within 60 days.

Inclusive employment

We recognise that part of our respect of human rights includes enabling fair employment opportunities. This is linked to our agendas for diversity, inclusion and community. We have a key focus on supporting employability and skills development within our community portfolio.

We utilise inclusion best practice to open up employment opportunities to a wider talent pool. Externally we lead the BITC Employability and Skills Task Force in the South West. This is to drive a collaborative approach to inclusive employment across a number of the region's employers. Internally we are delivering on this approach, through a number of practical steps. We continue to equip our Resourcing team with recent training on trans awareness, disability inclusion and neurodiversity.

We have developed an advanced adjustments toolkit to provide tailored, personalised support to candidates with impairments or disabilities.

Objectives for 2022	Status	Progress
To enhance our approach to inclusive employment, focusing on priorities as identified from analysis of D&I statistics and development of community outreach.	Delivered	Regular inclusive employment meetings in place enhancing collaboration and strategic focus across our People team. New community partnerships progressed and solidified in alignment with D&I priorities. Conducted inclusive language assessment of website. Trained our Resourcing team on neurodiversity and disability inclusion. Began set-up phase for mentoring black law students.
To invigorate and enhance the firm's focus on pro bono to increase the community offer and the number of pro bono hours undertaken by our people.	Ongoing	New Pro Bono partner has reinstated Pro Bono Working Group to increase focus and engagement on pro bono opportunities. Taking a more structured approach to consideration of opportunities and expanding type of pro bono matters considered.
To clarify quantitative performance measures for disclosure in the firm's 2022 Modern Slavery Statement.	Delivered	A set of relevant indicators have been identified. They will be incorporated into the next Modern Slavery Statement published in 2023.
Ambition for 2026	Status	Year 2 progress
To invest in emerging talent, including school leavers, apprentices, graduates and trainee solicitors enabling at least 300 new career opportunities.	On-track	We hired 28 trainee solicitors, 4 legal apprentices and 23 client support team people.
To have at least 95% of suppliers being paid within 60 days.	Requires focus	There has been an improvement to 86%.



Fundraising for Unseen

Our legal and business apprenticeships provide professional career opportunities, without the costly expense of pursuing a university education, hence supporting social mobility. Our black and minority ethnic young person's work experience programme delivers tailored employment support for under-represented groups in our local regions.

We continue to develop partnerships with key community organisations to support inclusive employment, such as our partnership with the Women's Work Lab which supports unemployed mums into meaningful employment.

To enhance our recruitment practices and reach we established BRedi (Resourcing – Equality, Diversity & Inclusion) in May 2022 with the aim of applying more strategic thinking to the equality, D&I activities of our Resourcing team.

During 2023, we are planning to establish a 'returnship' scheme and revise the Business Apprenticeship programme, improve our data capture and reporting abilities and enhance our attraction activity, using BRedi activities.

Historically our ED&I focus has been on Emerging Talent (particularly trainee solicitors and apprentices). We are now working to expand this. We have looked more closely at our activities for recruiting experienced hires and are engaging with a wider range of community groups and outreach programmes. We are further working to better link recruitment with our internal diversity and inclusion networks (our BGroups) and have BRedi representation in all.

Legal practice pro bono advice

Myra Leung and James Edmonds, who are members of our Immigration law team, have been providing pro-bono legal advice to Ukrainian nationals fleeing the war in Ukraine, as part of the **Ukraine Advice Project UK**, a collaborative project between UK lawyers and immigration advisers. Their work has included advising individuals applying for visas under the Ukraine Family Scheme and 'Homes for Ukraine' scheme on the application process, sponsorship, long-term options and complex family issues, such as where unaccompanied children are involved.

Recognising the situation in Ukraine led the government to introduce various temporary immigration routes to enable Ukrainian refugees to come to the UK. Members of our Employment law team looked at the new routes available and considered the practical implications for employers, to help provide advice on visa routes for Ukrainian nationals. More information is available on our website: <https://www.burges-salmon.com/news-and-insight/legal-updates/visa-routes-for-ukrainian-nationals-what-uk-employers-need-to-know>

Additionally, people in our Resourcing team helped to offer jobs to Ukrainian lawyers and sought to help secure accommodation through the Government's 'Homes for Ukraine' scheme. We also provided pro bono support to the Ukrainian Resettlement Scheme.



"We were keen to support this project and be part of what is a collective effort across the UK legal community to provide much-needed immigration advice to those fleeing the situation in Ukraine".

James Edmonds, Solicitor

Support for Ukraine

With the Russian invasion of Ukraine in February 2022, we sought to help Ukrainians from a humanitarian perspective and undertook a number of different activities to provide support.

For three days during March, Employment team senior associate Huw Cooke cycled from the firm's Edinburgh office to our Bristol office, to raise funds to help Ukrainians fleeing their country.



"Whilst challenging for me, three days on a bike is nothing compared with what many people are facing as a result of the invasion of Ukraine."

Huw Cooke, Senior Associate

It was a spur of the moment decision whereby Huw cycled approximately 125 miles per day, with no support.

Having completed this epic feat, Huw raised a staggering £10,925 for the DEC Ukraine Humanitarian appeal.

Our Transformation & Project Management team raised money for two great causes – Unicef (for Ukraine) and St David's Hospice, by undertaking a 2–6 challenge that involved people selecting a personal challenge involving the numbers 2 and 6. The team pushed themselves throughout March in many wonderful and painful ways to raise money; their pledges included planking (2–6 minutes per day); swimming (26km in March); walking (26 minutes



Clothes and medical donations for Ukraine

per day for 26 days); 26 minutes of exercise for 26 days; 26 minutes of yoga for 26 days and 26 gym sessions!

During April, one of our Business Project Managers raised £3,000 and drove food, medicines and toiletries, as well as nine heavy duty generators for hospitals 'From Bristol With Love' to Romania for Ukrainians. An epic journey; taking 6.5 days covering 3,962 miles in six different countries.

During May, our people came together for 'Blue and Yellow Day' in support of the people of Ukraine. Through the Bristol Legal Sector Community Engagement Group, run by Bristol Law Society, the firm united for a day of solidarity

and fundraising, which saw our people wearing a range of fantastic yellow and blue clothing, buying blue and yellow decorated cakes, getting involved in a 'Sunflower growing competition' and participating in a lunchtime walk through Castle Park and Queen Square, Bristol. All funds were donated to the Disasters Emergency Committee Ukraine Humanitarian Appeal.

As part of the firm's response to the ongoing situation in Ukraine, we contacted our Preferred Firm Sayenko Kharenko, to ask how we could support its people. Consequently, we have offered to support the relocation of some of its people to the UK while it is unsafe for them to be in Ukraine. At the beginning of May, we welcomed a Ukrainian qualified lawyer into our Dispute Resolution team. We also established links with one of our Preferred Firms in Kiev, offering paralegal positions.

We donated iPhones to Ukrainian refugees in Moldova and Romania and donated clothing and medicines, in collaboration with Somerset Aid for Ukraine.

We made a financial donation to Bookmark to support its Box for Ukraine appeal, for child refugees arriving in the UK. The firm funded 20 boxes, containing high quality bilingual books, school stationary sets, a tablet loaded with e-books, language and literacy apps and, a SIM card to contact displaced friends and family.

A number of our people are embarking on 1:2:1 mentoring with asylum seekers and vulnerable people.

Objectives for 2023

- To progress the focus of the BITC South West Skills and Employability Taskforce with a new Wellspring Settlement Inclusive Employment Partnership.
- To further position the firm as an attractive employer to wider diverse talent pools, particularly through resourcing and BRedi.
- To review and advance the enhanced Responsible Procurement Supplier Programme and hold a supplier engagement event.



UN Sustainable Development Goal



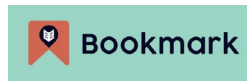
UN Global Compact Principle

- Principle 1**
Respect of Human Rights
- Principle 2**
Not complicit in human rights abuses
- Principle 3**
Freedom of association and collective bargaining
- Principle 4**
No forced or compulsory labour
- Principle 5**
Abolition of child labour
- Principle 10**
Work against corruption and bribery

Key Performance Indicators

Employment and Human Rights	FY 2019/20	FY 2020/21	FY 2021/22
Headcount	822	855	940
Code of Conduct (Anti-bribery) e-learning completion rate	99.5%	97%	98%
Modern Slavery e-learning completion rate	89%	87%	93%
Pro bono (hours)	1,467	838	789
Suppliers paid within 60 days	77%	83%	86%
% of targeted suppliers completed responsible procurement assessment	N/A	N/A	76%

Stakeholder network – connections



Collaboration and innovation



Collaboration and innovation

Our aim is to work together and with others for a greater collective impact.

Collaboration

We recognise a number of different stakeholder groups in connection with our firm. These include our clients, our people, our suppliers, the regulators, the communities in which we live and work, the wider legal sector, the wider business community and representatives for the environment.

We champion a collaborative approach that is underpinned by our values and the standards to which we operate. We collaborate in particular within the legal and wider business sector, with clients, suppliers and the community.

We give back to the community in a variety of ways and have more than 60 key charities with which we have ongoing relationships. As we continue to come through the pandemic we have been pleased to see our face-to-face volunteering activities regain momentum and the number of community visitors in our offices increase. We continue support of our charitable theme 'No Child Goes Hungry' with donations of last hours' earnings and specific events, including our own version of the 'Masked Singer' at Christmas. We introduced our charitable theme during 2019 and since then we have raised over £100,000 with the funds being distributed to a range of charities with a connection to food insecurity. In June 2022, we invited a number of the beneficiary charities to visit and host stalls, so our people could directly engage and learn about the differences their efforts are making.

Part of our collaborative approach is undertaking advocacy for the responsible business agenda. We do this through our formal membership of organisations, including the Institute of Corporate Responsibility and Sustainability, the UN Global Compact and Business in the Community. During the year our Head of Corporate Responsibility, Kirsty Green-Mann supported a number of events as a lead speaker. She also supported two ESG focused webinars; one with our legal tech supplier Clarilis and one with our client the Financial Services Compensation Scheme (FSCS). In September 2022, the firm featured on Sky TV's 'The Pathway to Net Zero'. Other members of the firm including our Chief Operations Officer, Emma Dowden and Managing Partner, Roger Bull spoke at external events on a range of responsible business issues including social mobility and ESG.

Innovation and Digital

We held our fourth B-Innovative Week at the end of January 2022, run by our Innovation and Learning Technology teams. Putting creativity and a digital mind-set front and centre stage, the event involved a series of inspirational speakers, interactive sessions and on-demand content. Held virtually, it brought our people together to explore curiosity, creativity and collaboration as key drivers to client-focused innovation. Sessions during the week equipped people with knowledge and actions to take forward in their day-to-day work; for example,

Collaboration and innovation highlights

- **Named Best Client Service Innovation finalist at The Lawyer Awards 2022**
- **During B-Innovative Week, 50% of our people participated in 9 different events**
- **Strong cyber security with 8,000 potentially malicious/phishing emails captured and reported**
- **Excellent Digital Learning Academy uptake with over 1,000 digital learning badges awarded to our People across the firm**
- **Named Best 'High Net Worth Individuals' UK Law Firm 2022' at the Fintech Awards**

in line with the firm's strategy, content made available explored and demonstrated how innovative technology, such as OneNote and DocuSign, can be effectively used to reduce our overall paper consumption. The most popular sessions were: Get creative in MS Teams, The future of AI and, Digital First workshop with guest speaker Selina Thompson.

May 2022 marked 12 months since the creation of our Technology Ambassadors Group, which comprises champions from different departments across the firm with a focus on client-facing innovation, internal technology and process improvement. It's been a busy year for our ambassadors, who are involved in a range of initiatives, from strategic input for technology change, to testing hardware and delivering thought-provoking talks for B-Innovative Week. The success of the group demonstrates our ongoing commitment to embedding technology and innovation into the firm's culture and continued growth.

The firm's BScale platform, launched October 2021 (and featured in last year's report), was designed to provide business start-ups in the technology sector with much-needed legal support throughout their lifecycles. To address this, the platform offers free access to a suite of automated documents and helpful guidance materials. With a variety of different legal documents generated one year after launch, BScale has supported and yielded lasting relationships with progressive, emerging and exciting businesses.

Objectives for 2022	Status	Progress
To have at least 35% of our people participating in volunteering activities as we move towards pre-pandemic participation levels.	Delivered	We achieved a volunteering rate of 41% as our people were enabled to again undertake face-to-face opportunities.
To undertake a next iteration community impact review noting the key community relationships in alignment with our five core responsible business objectives.	Delivered	We have reviewed and enhanced our community portfolio against our five responsible business priorities. We have KPIs for inputs, outputs and outcomes that are regularly reviewed by the Community Impact Committee.
To embed our new Digital Academy with a view to upskill our people particularly those involved in direct client service delivery.	Delivered	We enabled good engagement with the Digital Academy with our people attaining 1,041 digital learning badges. 1,075 users completing learning reviews via our learning management system (LAB) and with 709.5 training hours completed.
Ambition for 2026	Status	Year 2 progress
To invest at least £4 million into community funding and financial equivalents.	On-track	We have further increased our community support, having invested over £1 million over years 1 and 2, with plans to do more.
To provide more than 25,000 volunteering and pro bono hours.	Requires focus	We have seen numbers increase for volunteering as we come out of the pandemic but require more focus on pro bono. In the two years we have achieved 6,034 hours which is slightly below target.

“Every organisation today needs to understand what ESG means for them: their clients, customers, suppliers and people and most importantly how they can take measurable action to impact positive change. This is at the heart of being a Responsible Business and Burges Salmon are a leading example of how to turn ideas into action. So I was delighted that Kirsty Green-Mann could join our discussion and share both her personal expertise and what’s next in Burges Salmon’s exciting ESG journey.”

**David Blackburn,
Chief People Officer, FSCS**

In 2022, our Pension team launched a new ESG tool making environmental, social, and governance (ESG) simpler for pension scheme trustees and sponsoring employers. Recognising that pension scheme trustees and employers are increasingly required to consider ESG factors, whether in relation to investments or the employer covenant, the team developed an interactive guide that aims to help improve clients’ understanding of current ESG requirements for UK pension schemes. The tool enables users to navigate the law and guidance surrounding ESG and identify which issues may require further consideration.

Our Innovation team and Legal Project Managers have worked on a variety of projects to enhance our efficiency and improve client

service delivery. We have continued to invest in our technology toolkit; examples include document automation and virtual collaboration tools. Taking a strategic view; listening to our clients and people, has helped to ensure our approach to innovation continues to put what our people and clients value at the centre of service delivery.

With digital technology being so integral to the modern workplace and further deployed in the context of hybrid working we continue to maintain a robust and consistent focus on cyber security. Our people are required to undertake regular training on information security and we invest in technologies that enable cyber security. We are certified to ISO 27001 for information security and to ‘Cyber Essentials Plus’. During the year more than 8,000 potentially malicious/phishing emails were captured and reported, reflecting the robustness of our systems and ways of working.

UN Sustainable Development Goals (SDGs)

Through our connections with the Bristol SDG Alliance, we set a project for a student studying for an MSc in Sustainable Development at the University West of England. We were matched with Collins Aziken, who qualified as a lawyer in Nigeria, has an interest in Sustainable Finance and Corporate Sustainability and has worked in a Private Equity firm, as Legal Counsel and ESG Manager.

Collins considered the commercial applicability of the UN Sustainable Development Goals (SDGs) and the opportunity for driving future business growth, whilst inherently contributing to a fairer and more equitable world.

Presenting his findings several conclusions were reached in that: we have a mature responsible business approach, having integrated the SDGs into our thinking; law firms have a unique

and important role in helping to progress the agenda with clients; having a clear ESG legal offer is important for a modern and leading law firm and that this must be backed-up with strong ESG credentials as a responsible business i.e. ‘walking the talk’. Following some recommendations, we have referred to guidance from the International Bar Association,

“Burges Salmon not only recognises the importance of the SDGs but has gone the extra mile by prioritizing a number of goals that align with its objectives. I find this, in addition to its 5 year Responsible Business Plan and a commitment to the UN Global Compact, quite impressive. I hope the firm continues to remain a leading example in this respect.”

Collins Aziken, Mature Research Student

Volunteering at Lawrence Weston Community Farm



particularly in relation to ESG and its coverage with the risk register.

During the year our engagement with the SDGs was acknowledged by the UN Global Compact UK whereby our Head of Corporate Responsibility, Kirsty Green-Mann was recognised as a UN SDG Pioneer finalist, for having guided the firm in how to embrace the SDGs and magnify impact through community collaborations and client work. Kirsty continues to engage with the UN Global Compact UK, as a speaker at events and having written for its blog following the launch of the 'UN Global Compact Measuring Up' report, which detailed progress on the SDGs in the UK.



"The UN SDGs are an important call to action for sustainable development, both locally and globally. They provide a positive framework, a common language and are widely applicable regardless of the type of organisation or size."

Kirsty Green-Mann,
Head of Corporate Responsibility

Volunteering at Easton Primary School



Legal expertise – Recognition in Fintech

Fintech is the use of information systems and digital technologies used to support and enable banking and financial services.

We were named Best High Net Worth Individuals UK Law Firm 2022 at the Fintech Awards, hosted by Wealth & Finance International.

Now in its sixth year, the awards were launched to recognise the firms that are redefining finance and banking for the modern age, and for the ever-changing modern consumer.

Our award recognises the hard work and dedication the firm has given to the Fintech sector. At the nexus of financial, wealth management, banking, insurance, pension and e-commerce services and enabled by advances in data use, technology innovation and digital delivery, the sector is transformative.

The way in which businesses solve problems and build financial products for customers are changing, as are the ways in which customers engage with and use financial products and



services. Additionally, the evolution of financial regulatory systems and data compliance standards globally continues at pace.

In this context the sector continues to expand, including customer adoption in the 'flight to digital' and investment into the sector. This trend is also being observed in the more historically traditional categories of private wealth and private banking.

This award recognises the role of our Fintech team in innovating in the market and supporting clients, particularly 'High Net Worth Individuals', entrepreneurs and Wealthtech businesses to achieve their objectives.



"This significant recognition is testament to the hard work of our Fintech team who provide our high net worth clients and the Wealthtech sector with exceptional service day-in-day-out on the full range of support and advice that they require."

Martin Cook, Partner and Head of Fintech

Digital Academy

Supporting the firm's strategic focus on client service delivery and to enhance digital skills, we launched the Digital Academy, a firm-wide initiative (enabled through a collaboration of our Learning Technology, Learning & Development and Innovation teams) offering varied learning resources across a wide curriculum. Its goals are to:

- Empower everyone at the firm to better understand technology, build their skills and understand how to talk to clients about legal technology.
- Improve people's understanding and use of technology and innovation to drive efficiency, productivity and enhance client service delivery.

It is important for our people to be recognised and rewarded for their new skills, so many of our courses are certified

with LTC4 – the global standard for legal technology proficiency.

Its ongoing success is a result of strong collaboration across the teams involved, effective communication and the ability to tailor content, to make it engaging and easily accessible. Diversity and accessibility are two key pillars of the Digital Academy, helping ensure it suits a variety of learning styles and needs.

Given the increasingly digital world, encouraging innovation and the use of technology is a key focus to support agile working and ultimately improve client service delivery. We also want to attract the widest talent, have a culture where people feel they can continue to learn and contribute to a society that is inclusive.



"The digital academy demonstrates a real commitment to ensuring our people have the skills and resources needed to make the most effective use of technology. It has been great to lead on a project that has been so well received and help our people feel more 'tech-confident'."

Richard Schollick, Digital Learning Specialist



Objectives for 2023

- To further develop the Pension Schemes ESG Tool and enable it online.
- To contribute expert insights as a responsible business in relevant forums supporting at least 4 events.
- To progress improvement opportunities identified from our 2022 hybrid working survey to best enable collaboration through the ways we work.



UN Sustainable Development Goal



UN Global Compact Principle

Principle 1
Respect of Human Rights

Key Performance Indicators

Collaboration and innovation	FY 2019/20	FY 2020/21	FY 2021/22
Award shortlists and wins	40	65	70
Partners recognised by Chambers UK	67%	67%	70%
ISO Standards	4	4	4
CRM: Clients 'extremely or very satisfied'	88%	100%	92%
Business in the Community Responsible Business Tracker	52%	71%	N/A
Community visitor (hosting)	3,667	0	632
Community investment against operating profit	2.61%	1.62%	1.62%
Total community investment (financial equivalent)	£838,588	£570,035	£686,841

Stakeholder network – connections



The Prince's
Responsible
Business Network





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We welcome comments and feedback on our Responsible Business Report, please email a member of the Corporate Responsibility team at **corporate.resp@burgess-salmon.com**

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