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This image is titled ‘Splash Happy’, by Rayna Begum, a Year 10 student who attended Bethnal Green Academy. The piece forms part of the firm’s Artbeat programme, an arts and enterprise initiative launched in 2003. Read more on this on page 12.

All artwork in this publication was created by students from Bethnal Green Academy, London, who have taken part in A&O’s Artbeat programme.
Foreword

*Allen & Overy has the largest global footprint of any major law firm, with 44 offices in 31 countries. With this comes a real opportunity to make a difference around the world. We know that by behaving responsibly as a business we will retain the trust and loyalty of our clients, our staff and the wider community.*

Across these pages you will find out more about our pro bono and community investment programme, our global charity partnership, how we partner with clients, our approach to diversity and inclusion, our efforts to manage and reduce our environmental impact, and how we work with our suppliers and other stakeholders.

We work hard to find solutions to some of society’s most pressing issues through large multi-jurisdictional projects and through the local programmes that each of our offices run. That ranges from helping to tackle money laundering in Montenegro and developing the rule of law in Myanmar, to launching a returnship programme for lawyers currently on career breaks.

As well as the contributions of our own people, we partner with charities, NGOs, community organisations and governments to bring about change.

We focus on areas where our skills are best used, where our money can best be spent and where we are most able to make an impact. We also partner with clients and other law firms we’re close to around the world to increase the impact we can have – for example through the environmental Legal Sustainability Alliance.

We strive to achieve the same levels of excellence in these areas as in everything else we do. We’re incredibly proud of what our people achieve and the difference they make.
Pro bono and community investment

Our pro bono and community investment programme uses the skills and time of our people – whether lawyers or professional support staff – to tackle pressing social issues.

We organise our volunteering work around two major themes:

– Access to justice
– Access to education and employment

Within these themes, we bring together our resources and experience on multi-jurisdictional projects, as well as addressing the local need in communities where we have an office. Whatever the location, we try to create opportunities to use the professional skills of our people in the most effective way.

We often combine our volunteering efforts with financial backing in the form of grants from the Allen & Overy Foundation to give charities and non-profit organisations a comprehensive package of support. Read more about this on page 15.

We partner with a wide range of organisations in our pro bono and community investment work to achieve the best results: for example with social enterprises to broaden access to the world of work; or leading human rights organisations to support access to justice around the world.

We also come together as a business to support a two-year global charity partnership. This allows us to make a significant long-term impact on the work of one charity by bringing together our fundraising, volunteering and in-kind support.

Over the next two years, A&O will be working with War Child to support its Rescue Childhood project in a refugee camp in Jordan. Our goal is to raise enough money to fully fund a child-friendly space where 2,000 children under the age of six will be able to access trauma counselling, education and creative therapy. Read more on page 13.
Our ‘package’ of support

- Access to justice
  - Pro bono legal skills

- Access to education and employment
  - Volunteering other professional skills

- In-kind support
- Global charity partnership
  - Fundraising and philanthropy (including the A&O Foundation)
Access to justice

As a law firm, we believe that everyone deserves fair treatment.

Our pro bono and community investment work is concentrated on providing access to justice for people and communities who may otherwise miss out. Our global pro bono practice is focused on providing support in four areas where our pro bono work can have the biggest impact: providing free legal advice to disadvantaged individuals, supporting human rights work, assisting with microfinance and social investment projects and developing the rule of law in emerging economies.

Providing free legal advice to disadvantaged people around the world

Supporting the UK’s Law Centres

Legal staff at all levels, from paralegals and trainees up to partners, offer free legal advice to the public in our London law clinics on topics such as employment, housing, citizenship and consumer issues. Experienced litigators also help litigants in person at the Royal Courts of Justice – Citizens Advice Bureau.

Against the backdrop of severe funding cuts to legal aid in the UK, A&O has provided strategic support to ensure Law Centres are able to keep their doors open. We have worked with the UK Government and not-for-profit advice sector – as well as a number of other law firms – to come up with a template for strategic partnerships between commercial firms and legal advice centres, which will generate profits that can then be fed back into their frontline services.

A&O has a strategic partnership with Toynbee Hall in our local London borough of Tower Hamlets, where we send 50 volunteers to legal advice clinics each year. In addition, our lawyers have worked with Toynbee Hall’s Director of Income to help monetise aspects of their work through the charity’s trading subsidiary. These activities generated revenues of GBP366,000 for the financial year 2014-15, with profits gift-aided to the charity – and those profits were approximately equivalent to the annual running costs of Toynbee Hall’s Free Legal Advice Centre, which supported more than 2,000 people in the same period.

Each year in London we send over 100 volunteers to free legal advice clinics, and provide nearly 3,000 hours of free advice.

A&O in Hong Kong has been committed to supporting the human rights of Hong Kong’s 320,000-strong forensic domestic worker community since 2002. Historically, we worked with Helpers for Domestic Helpers by providing support and advice on issues such as labour rights and employability. In 2014, HDH assisted more than 1900 clients, primarily women from the Philippines and Indonesia.
Human Rights Working Group

A&O's Human Rights Working Group has more than 250 members around the world. We provide pro bono assistance to human rights charities and non-governmental organisations, for example by representing marginalised communities in court, submitting interventions and amicus curiae briefs and undertaking international comparative research projects to inform policy work.

We deliver training for (and with) clients on human rights compliance and human rights policies, particularly in the context of the UN Guiding Principles on Business and Human Rights, the European Convention on Human Rights and the Charter of Fundamental Rights.

Preventing online child exploitation

One such research project is A&O's work in the Asia-Pacific region for the International Centre for Missing and Exploited Children. ICMEC has established a Financial Coalition Against Child Pornography by bringing together organisations in Asia-Pacific who provide online payment systems and internet services.

A&O conducted research across the region to prepare a report on data protection and privacy rules, banking secrecy rules, criminal law and contract law relevant to the commercial exploitation of children. We recently hosted roundtables between law enforcement and commercial stakeholders in Sydney and Hong Kong and presented on the relevant Australian and Hong Kong law – two of a number of roundtables planned for the region.

This builds on a similar research project for charity Missing Children Europe, in which we looked at laws across 11 European countries to enable the launch of a European financial coalition, supported by UK and EU police forces, to identify and prosecute people exploiting children on the internet.

Microfinance and Social Investment Group

With lawyers in 30 offices around the world, A&O's Microfinance and Social Investment Group works to transform businesses and local economies in the developing and developed world. The group is increasingly working on social investment funds, which direct private sector money to fund public sector projects.

Microfinance played a key role in our two-year charity partnership with AfriKids (read more on page 14). We conducted research into best practice in microfinance around the world to help AfriKids prepare a business plan for the launch of its first fully-fledged microfinance institution in Ghana. This will significantly upscale its microfinance operations, providing loans for up to 10,000 people over five years.

In New York, we have recently been successful in asylum cases before the US Citizenship and Immigration Services, allowing two women to remain in the United States, both of whom were at serious risk of persecution and physical harm had they been deported to their respective countries. A&O's lawyers provided end-to-end casework support, conducting interviews with the clients and their families, preparing comprehensive briefs and representing the women in immigration proceedings. Both clients are now living safely in New York City.
Developing the rule of law

Having a functioning legal system is essential for developing economies to attract much needed foreign investment – particularly for countries emerging from civil war or periods of major political change. A growing area of our work is in partnering with governments and the legal profession in countries that want to strengthen their justice systems, build capacity and skills, and develop their understanding of certain areas of law.

Myanmar

Currently we are working in Myanmar, a country in which six decades of military dictatorship have left the rule of law diminished and badly undermined.

Ahead of launching our Myanmar office in 2013, we engaged with key legal players and ministries to offer help in modernising the legal system.

As part of a long-term pro bono commitment to develop the rule of law in Myanmar, we have so far provided the Attorney General’s office with training modules on joint ventures, M&A, investment treaties and project financing, and have been working with the Supreme Court on issues relating to international arbitration. We’ve also worked closely with the ministries of National Planning and Electric Power and run courses at two universities.

In addition, we have helped to set up the Myanmar Centre for Responsible Business – alongside the Institute for Human Rights and Business – which is working with foreign investors and Myanmar companies to make sure existing and new investments in the country meet international human rights standards and best practices.

“A firm like A&O can transfer to us their ethos, their knowledge and their tricks of the trade and, through that, they can help us with the confidence of international investors.”

Dr Khin Mar Yee, Head of the Department of Law at the University of Yangon
Rebuilding Rwanda

Our work in Myanmar follows Project Rwanda, a five-year programme A&O completed in 2014.

Following the genocide of 1994, Rwanda was left with only six lawyers and few judges. It has since followed a remarkable path of development and is in the process of creating a unique legal system drawing on civil, common and local legal traditions. A&O has contributed to this by working closely with the Rwandan justice sector to develop tailor-made training courses for Rwandan lawyers and judges and to build capacity in the new legal system.

A&O’s training was based on local need and was coordinated by the Rwandan Institute of Legal Practice and Development. We focused on legal leaders, supporting key institutions such as the National University of Rwanda, the Rwandan Ministry of Justice, the Supreme Court of Rwanda, the Commercial Court, the Kigali Bar Association and the Kigali International Arbitration Centre.

A key objective for the programme was sustainability – focusing on knowledge transfer to Rwandan institutions so that local resources were strengthened and training capacity increased.

In addition to A&O personnel, the firm involved its commercial clients and worked with Rwandan stakeholders to help them form other international partnerships, including with bar associations and the judiciary.

"With a long-term commitment, holistic approach and contributions from highly experienced lawyers, A&O makes a stand-out contribution. Working with the whole justice sector assures sustainability of the programme. It is an example we encourage others to follow."

H.E. Ernest Rwamucyo, Rwanda High Commissioner to the UK

Project Rwanda involved 66 A&O lawyers from four countries (the UK, Netherlands, Turkey and France), who together provided nearly 3,300 hours of pro bono advice and 450 training sessions.
Access to education and employment

We believe business has an important role to play in helping young people reach their full potential by overcoming barriers created by society and personal circumstances.

Not everyone has the same opportunities in life or the same access to education and employment, so we work to encourage young people from less privileged backgrounds to aim higher in education and their careers.

Around the world we partner with schools, colleges, community groups and universities to open up opportunities for young people and to broaden their horizons. We also develop our own programmes, such as the Smart Start Experience (see page 10) and Artbeat (see page 12), to show young people new opportunities and build confidence and skills.

We want our efforts to have a long term impact, so we provide strategic support to the education sector, advising our partner schools on issues such as governance and financial sustainability. We also encourage and support our people to become school governors.

Teach For Qatar

Despite Qatar being one of the world’s richest countries, there is a significant gap between top performing (typically private) schools and bottom-performing schools. Teach For Qatar, part of the Teach For All network, seeks to close this gap by placing teaching fellows in classrooms in Qatar following an intensive summer training institute. In Doha, A&O has advised Teach For Qatar on the local regulatory framework to establish the charity, as well as on property and employment issues.

Giving Back Foundation in Amsterdam

In Amsterdam, the Giving Back Foundation runs a programme of individual coaching and group skills workshops for talented and motivated students from disadvantaged backgrounds. Allen & Overy has provided individual coaches for over six years. Our volunteers provide advice on preparing for exams, job opportunities in the legal profession, as well as motivating students to achieve their full potential. One student commented: “We inspire each other and we both benefit from the time we spend together.”
The Smart Start Experience

Allen & Overy’s Smart Start Experience is the first work experience scheme across the UK legal sector to be accredited by City & Guilds, the leading vocational educational business.

Having access to quality work experience is an essential first step on the career ladder – without it, young people can fall at the first hurdle when applying for a career in a profession like law.

The award-winning Smart Start Experience gives Year 12 students from non-privileged backgrounds the chance to spend a week at Allen & Overy and gain a real insight into the world of business. We particularly look to support young people who are eligible for free school meals or are in the first generation of their family to go to university.

“A Smart Start opens doors, which for some people may be shut, locked and bolted.”

One of the students who participated in the Smart Start Experience in 2016.

A&O hosts a skills and assessment day for around 200 students (all of whom leave with a Certificate in Enterprise from City & Guilds), followed by a week-long intensive programme of workshops for around 70 of the best performing students. This is aimed at building confidence and developing skills that students can take with them into their career of choice; from improving personal impact, to analysing, negotiating, presenting and teamwork. Students also get the opportunity to start building a network of contacts among business professionals as well as their peers.

Smart Start participants continue to benefit from advice and support from A&O and client volunteers after the programme has ended, through Smarter Futures, our e-mentoring programme. Two outstanding Smarter Futures participants are awarded an Allen & Overy bursary each year to support them in their university studies.

Following Smart Start 2016, the students told us:

– 100% said they learnt something new during the week
– 98% said they feel confident about the decisions they make about their future
– 98% said they feel better prepared for the world of work
– 100% said they would recommend this opportunity to other students

Smart Start International

Following the success of the Smart Start Experience in London, the programme had its international debut in March 2016 in India, followed by South Africa in July.

A&O worked with Increasing Diversity by Increasing Access (IDIA) on the Smart Start programme in India. This has led to the A&O Mentorship Programme, which gives IDIA scholars an opportunity to be in touch with an A&O mentor for support through their time in law school, helping them grow and achieve their career goals.

allenover.com
A new hospitality training school in Indonesia

A&O has worked with longstanding client, CVC Capital Partners, to help launch The Sumba Hospitality School Foundation in Indonesia.

The school provides education and vocational training to underprivileged young people from the Island of Sumba in Indonesia, and promotes sustainable tourism there. As well as providing courses in English, the training focuses on skills related to the hospitality sector, such as hotel management, housekeeping and cooking.

The Foundation is the first organisation focusing on hospitality education in the East of Indonesia. This part of the region is without substantial natural resources and suffers from high rates of poverty, but is starting to attract more tourists and tourism-related investments.

The Foundation and school will help to prepare the local population for future development and changes to their still very traditional society, and to provide them with job opportunities and sources of income. It is inspired by similar organisations and projects in South East Asia, particularly in Cambodia, which have proved to be highly successful.

A&O’s Jakarta office assisted with the incorporation, licencing and contractual arrangements for the school, and has an associate sitting on the board of directors of the Foundation to provide continuing assistance to the project.

Through this work, A&O’s team in Jakarta has developed a reputation for its expertise in the field of foundations and charitable organisations, and is being approached by a number of other individuals who wish to develop charitable activities in the region.

“The Foundation is an exciting initiative for the Island of Sumba, and will benefit the local community as tourism and potential prosperity becomes part of island life.”

Daniel Ginting, Managing Partner, A&O Jakarta
Raine’s Foundation School

Raine’s Foundation in Bethnal Green, close to A&O’s London office, is currently rated by Ofsted as “Requires Improvement” in all areas apart from its Sixth Form and is in the bottom three of the league table for the Borough of Tower Hamlets.

A&O is partnering with Raine’s to provide strategic support to its pupils, staff and governors, as well as the wider community that it serves.

We are delivering creative art workshops and a creative writing project with charity First Story. We are also working on a programme to develop students’ understanding of the law and democracy by bringing lawyers into the school with two of our commercial clients.
War Child – A&O’s global charity partner

Our global charity partnership allows us to bring together the skills and resources of the entire firm so that we can have a significant, lasting impact on the work of one charity.

In November 2016, A&O began a partnership with War Child to help some of the youngest and most severely traumatised children in one of Jordan’s refugee camps.

The project that we will be supporting, which was chosen by Allen & Overy staff worldwide, is called “Rescue Childhood”. Our goal is to raise enough money to fully fund a child-friendly space where 2,000 children under the age of six will be able to access trauma counselling, education and creative therapy.

We will help children like Nour, who has received help from War Child in the refugee camp where she now lives.

Nour
Nour was just six years old when she tried to escape the violence in Syria with her mother Rana. Travelling by foot, at night, they made their way across the hills but were captured by a militia group. They were beaten, stripped, starved and separated from each other.

Nour and Rana would go on to be kidnapped and abused a second time before finally escaping to one of the sprawling refugee camps just outside the Syrian border. Since then their home has been an eight metre by four metre canvas tent.

Rana said, “I watched her go crazy. She wouldn’t talk. She wouldn’t eat. She’d wake the neighbours with her nightmares. It was like the fear stopped her mind.”

War Child provides unique support and counselling to help children come to terms with their experiences. Laughter and role-play are used to coax children out of their shells and into classrooms. It often starts small – encouraging eye contact with the deeply traumatised child. Nour, now nine, is slowly finding her voice again.

“War Child care about my kid – they’re helping them in a way I could not. I’m so thankful. They re-created my daughter.”

As well as fundraising, we will use the professional skills of our lawyers and support staff to benefit the charity in the long-term.

Amref Health Africa - A&O’s global charity partner from 2014-2016

Amref Health Africa is leading health development organisation, saving and transforming lives in the poorest and most marginalised communities.

The aim of our partnership was to ensure young people’s right to education in Tanzania by tackling sexual and reproductive health issues. A&O fully funded two projects in rural Tanzania with Amref, both designed to improve young people’s knowledge about sexual and reproductive health, thereby reducing adolescent pregnancy rates and keeping thousands of girls in education.

In total, 40 offices helped to contribute a total of GBP1.7 million to Amref Health Africa through fundraising, in-kind support and pro bono volunteering (both legal and non-legal).

We were Highly Commended in the ‘Charity Partnership – Legal’ category at the Business Charity Awards 2016 for our partnership with Amref Health Africa.

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The Allen & Overy Foundation

The A&O Foundation is funded by annual contributions from all A&O partners around the world. 75% of funds are distributed to offices to support local projects. The remaining 25% is donated to international causes that the Global Grants Committee awards to three broad categories:

Our global charity partnership:
the Global Grants Committee awarded GBP50,000 in 2016 to launch our global charity partnership with War Child.

Disaster relief: donations were made in 2015 and 2016 to help Médecins Sans Frontières’ work to combat the Ebola outbreak in West Africa and to provide help for the crisis in South Sudan. Donations were also made to the Red Cross to provide emergency support in the aftermath of the earthquake in Nepal and to Unicef for its work alleviating the humanitarian crisis in Syria. The Foundation’s grant to Syria was matched by A&O’s partners in the Middle East.

Annual grants programme:
each year, nominations are invited for projects to receive one of around four grants made by the Global Grants Committee. Projects are selected that fit with our two main programme themes of access to justice and access to education and employment.

In 2016 the Global Grants Committee awarded new grants to:
– African Prisons Project for its work supporting legal education in Kenyan prisons
– Hope and Homes for Children for a project to provide education to vulnerable children in Rwanda
– Equal Rights Trust for its work in Moldova tackling human rights violations
– Justice Without Borders for providing legal aid to victims of human trafficking in Asia
– Hand in Hand International to train and mentor young entrepreneurs in Kenya
– Plan International for training women to become teachers through distance learning in Sierra Leone
– SOS Children’s Villages for its work empowering women to understand and claim their rights so that they are able to be self-sustainable in Guinea-Bissau
– Syria Relief to build a school and provide an education to children in Syria

In addition, support for local projects is provided by local foundations. For example, the London Grants Committee awarded over GBP200,000 in grants to support organisations that support access to justice and access to education and employment in the UK.

To find out more about the A&O Foundation, or to make an application, visit: www.allenovery.com/csr

Payroll giving:
A&O operates a Payroll Giving scheme in the UK, where employees can donate to any charity they wish directly from their pay before tax.

In July 2016, A&O was awarded The Payroll Giving Gold Award which recognise commitment to fostering a culture of philanthropy and committed giving in the workplace.
Partnerships between law firms and in-house counsel bring benefits both for the charitable sector and the lawyers involved. Charities and not-for-profit organisations get access to a wider pool of resources, skills and expertise, which would otherwise be closed to them because of insurance limitations. The lawyers involved get the chance to deepen their working relationships with each other, take on new pro bono opportunities and make a real difference.

Partnering with GE in the Czech Republic and London

A&O is working with GE Capital in the Czech Republic to develop its local pro bono programme. A recent project involved participating in GE’s Global Legal Counsels Meeting, at which we presented a business ethics workshop to over 30 students at the Law Faculty of Charles University in Prague, along with 15 of GE’s legal counsel.

Lawyers from GE and A&O based the workshop on the ethics of a piece of research carried out by Facebook on 700,000 users, none of whom were aware the research was being conducted on them. The workshop was designed to help students practise their presenting and debating skills, as well as meeting lawyers and gaining an insight into businesses like GE and A&O.

In London, GE partnered with A&O on the Smart Start Experience, our award-winning work experience programme designed to tackle social exclusion in the top professions (see page 10). GE sent volunteers to support Smart Start for five years, and offered its own follow-on work experience placement to a group of students from the Smart Start Programme, to give them an additional insight into the sorts of careers a business like GE can offer.

We also partnered with GE to deliver employability workshops for the clients of the charity Dress for Success, helping women gain the skills and confidence to return to work.
Tackling money laundering in Montenegro

Money laundering is a significant problem in Europe and tackling the issue is high up the agenda for Montenegro as it must comply with international standards on financial crime as a pre-condition of accession to the EU.

In 2012 Allen & Overy joined forces with one of our key clients – a major international financial institution – on a pro bono project for MANS, a Montenegrin NGO that fights corruption and organised crime.

The project involved research into anti-money laundering (AML) regulation in Montenegro in order to propose ways of enhancing the integrity of Montenegro’s financial system to the local authorities.

A team of 15 lawyers from five A&O offices, led out of Brussels, conducted a comparative analysis of the implementation of EU anti-money laundering regulation (AML3) in Belgium, the Netherlands, France, Germany and the UK.

In the second part of the project, A&O, our financial institution partner and MANS organised a training session in Podgorica to provide guidance on how to turn a black letter rule into efficient and effective practice. All the Montenegrin banks attended, along with local politicians, regulators, judges, prosecutors, members of the Montenegrin financial intelligence unit, NGOs and the media.

It was the first time representatives from the public and private sectors in Montenegro had openly shared their views on improving enforcement and prevention in the country. It is also the first time a law firm and financial institution has joined forces, alongside an NGO, to influence legislation and regulation in a country.

The local EU Delegation to Montenegro has strongly supported this work, and sees it as an important milestone in Montenegro’s application for accession to the EU.

“By finding out how AML3 had been implemented in five key European jurisdictions, we hoped to identify potential sources of inspiration for the Montenegrin AML Act. This Act holds the key to Montenegro’s progress.”

Nanyi Kaluma, senior associate, Brussels
Diversity and inclusion

We want to recruit and retain the most talented and ambitious people, irrespective of differences such as gender, social background, ethnicity or sexual orientation. In return we provide an inclusive working environment that encourages everyone to fulfil their potential and make a valuable contribution.

One of the most pressing issues for us is making the legal profession accessible and attractive to talented people who have the potential to succeed but might not have the opportunity to get into the business world.

Our objectives are to:
– Recruit the very best from the widest range of backgrounds
– Support measures to encourage the widest access to the profession
– Offer an inclusive culture where everyone feels valued, respected and supported

We do this, for example, by:

- Visiting and working with over 40 UK and Irish universities – more than any other major law firm in the UK. Our current London trainee solicitor population comes from 40 universities and 18% of our trainees are from an ethnic minority background.
- Becoming the first law firm to sign the Business Compact, part of the UK Government’s strategy on social mobility. This aims to set minimum standards to improve the work experience provided to those from less privileged backgrounds.
- Supporting the recruitment of candidates from ethnic minorities in New York by sponsoring several student minority organisations and recruiting at job fairs including LoGaL’s NYC Metro Area Career Fair and the NEBLSA (Northeast Regional Black Law Students Association) Convention and Career Fair.
- Implementing training on ‘unconscious bias’ and cultural awareness to senior legal and non-legal staff and to our recruitment and selection panels.
- Promoting A&Out, our international LGBT forum. Around the world, A&Out runs networking events in collaboration with clients and with university LGBT societies to raise the profile of our profession as an inclusive career choice for lesbian, gay, bisexual and transgender students.
- Working with a disability specialist to promote A&O and the legal profession to prospective graduates with disabilities, through targeted legal sector events. We have also reviewed all our human resources and recruitment processes, making adjustments and providing support to disabled candidates and existing staff. We provide disability awareness training to human resources and front of house staff.
Retaining women at senior levels

We recognise that women in the legal industry face a number of challenges that may mean they do not progress to partnership at the same rate as men. This is something we must and want to change.

We have set ourselves a goal of increasing the number of female partners across the global network to 20% by 2020. To ensure that more of our best female talent makes it through to partnership we have introduced programmes around supporting the talent pipeline and early exposure to client relationship management as well as unconscious bias training for partners.

These initiatives were introduced after consultation across the firm and are supported by numerous initiatives to meet individual office requirements, such as female networking (both internally and sponsoring and engaging in external networks), maternity coaching, female skill-set training and agile working.

Over 40% of our last global partner promotion group were female bringing the proportion of women in the partnership up to 17%. There is a lot to do but a number of our offices have already reached 20% and we will continue to work towards our firm wide goal.

We have recently launched a new programme to encourage experienced lawyers currently on extended career breaks to return to A&O and restart their legal careers. The I’m Back: UK Return to Law Programme will offer up to 12 six-month placements to A&O alumni and encompass technical training, on-the-job development and personal support and mentoring.

We have a range of formal flexible working options that anyone can apply for. These allow people to adjust their working time and patterns to fit the needs of their personal commitments and professional responsibilities.

We are also mindful that, aside from formal arrangements, the ability to work flexibly from time to time is something all of us value and there are times when it is not necessary to be in the office to work productively. As well as providing a range of technology that enables our people to work from home or other remote locations, we encourage a culture of trust so people feel empowered to do so.

In 2013 we also launched Peerpoint, which provides a panel of experienced, high-calibre lawyers available to work on a contract basis for A&O. For lawyers, this offers maximum choice over how, where and when they work, and the type of work they do.

We recognise the importance of tracking and publishing information about the diversity of our workforce. We track ethnicity, gender, disability, age, social background and sexual orientation, which are reported on our website: allenoverly.com/csr and in our annual review each year.
Environment

As a global business, we need to address the challenges of diminishing resources and increased demand by improving our environmental performance and managing our impacts.

**A&O’s Environmental strategy 2015-2017**

Building on progress since our first environmental audit in 2008, A&O has launched a three-year environmental management strategy for 2015-2017. Within the development process of the strategy, we have reviewed the main influences on our environmental performance and compliance obligations; namely political, environmental, social, technological, legal and economic, as well as internal factors within A&O.

Our objective is to continue improving our environmental performance by focusing on four key themes:

- Reducing energy consumption, primarily by focusing on reducing business flights and increasing use of video conferencing.
- Managing environmental risk to mitigate the impacts of global climate change and local circumstances.
- Supporting business efficiency initiatives to reduce costs.
- Enhancing internal and external awareness of environmental impacts and management.

**Leading the way in the legal sector**

A&O was one of the founding members of the UK Legal Sustainability Alliance back in 2007 and is a member of the Australian Legal Sustainability Alliance - both of which are a collective effort by law firms to tackle climate change. We continue to be at the forefront of progress in the industry by taking part in the leadership of these organisations, as well as helping smaller law firms to develop their own capabilities through the mentoring, employee engagement and carbon reporting sub-groups of the UK Alliance.

A&O’s Environmental and Regulatory Law Group also contributes to the UK Legal Sustainability Alliance (Principle 4) by providing advice to clients on the ways in which both ‘hard’ and ‘soft’ climate change law can affect their business.
A&O’s environmental performance

A&O’s global carbon footprint has decreased slightly from 35,988 tCO2 in calendar year 2014 to 35,959 tCO2 in calendar year 2015. This small decrease of 0.1% is within the context of increases in employee numbers and occupied office floor space (up by 6%) globally.

Our carbon footprint has therefore decreased on a per capita and per unit area basis.

The firm has continued to expand during financial year 2016, with a number of newly opened or expanded offices. There has been an increase in emissions from long-haul flights but a reduction in emissions from building energy and fuel use in offices.

Improving performance

In the UK, despite opening the Belfast office – one of the largest in A&O’s network – the carbon dioxide emissions related to building energy consumption has fallen by over 20% since 2008. This has been achieved through retro-fitting of energy saving plant and systems, introduction of new lighting and sensor technology, and enhanced management of boiler use. We have cut the use of gas in our London office by 65% since 2008.

In 2015, A&O became first major law firm to achieve the international standard for energy management systems, ISO 50001, for our UK offices. In 2014, we received a Bronze Award in the Mayor of London’s Business Energy Challenge for reducing energy in our London office.

Our initiatives are shared across A&O’s international network, all of which is underpinned by our ISO 14001-certified environmental performance management system.
Wider stakeholders

We want to be a responsible and constructive participant in our marketplace, whether that’s the global market for legal services or the local markets in which our offices operate.

To achieve that we aim to behave responsibly in all our procurement and supply chain activities by:

– treating our suppliers with respect and fairness;
– ensuring that our suppliers treat their employees and suppliers fairly;
– encouraging local suppliers to supply goods and services to the firm; and
– purchasing products and services that cause least damage to the environment wherever practical.

Treating suppliers and their employees fairly

We treat suppliers in the way we expect to be treated ourselves. We also expect them to treat their employees the way we treat ours.

We support the Living Wage Foundation and in London we pay all of our onsite contractors the London Living Wage as a minimum. We also value the contribution our onsite contractors make to our business. To acknowledge this we offer a monthly reward scheme that makes discretionary bonus payments to contractors who deserve special recognition.

As an employer we champion diversity within our workplace. Likewise, we promote it within our supply chain. We do this by looking for a good cultural match in our selection of suppliers, and through audits and awareness sessions that promote the benefits of employee diversity to our suppliers.
Corporate Responsibility at Allen & Overy – in numbers

32,000 hours spent on pro bono and community investment work globally

35% of our lawyers recorded time on pro bono and community investment work

12.3m equivalent amount in billable time (GBP)

1.7m overall contribution we are aiming to give Amref (fundraising, pro bono and other volunteering, and in-kind support) (GBP)

770,000 worth of support so far provided to Amref Health Africa (GBP)

40% of last global partner promotion group were female taking us to 17% global female partners
Allen & Overy means Allen & Overy LLP and/or its affiliated undertakings. The term partner is used to refer to a member of Allen & Overy LLP or an employee or consultant with equivalent standing and qualifications or an individual with equivalent status in one of Allen & Overy LLP’s affiliated undertakings.

GLOBAL PRESENCE

Allen & Overy is an international legal practice with approximately 5,200 people, including some 530 partners, working in 44 offices worldwide. Allen & Overy LLP or an affiliated undertaking has an office in each of:

- Abu Dhabi
- Amsterdam
- Antwerp
- Bangkok
- Barcelona
- Beijing
- Brussels
- Bucharest (associated office)
- Budapest
- Casablanca
- Doha
- Dubai
- Düsseldorf
- Frankfurt
- Hamburg
- Hanoi
- Ho Chi Minh City
- Hong Kong
- Istanbul
- Jakarta (associated office)
- Johannesburg
- London
- Luxembourg
- Madrid
- Milan
- Moscow
- Munich
- New York
- Paris
- Perth
- Prague
- Riyadh (cooperation office)
- Rome
- São Paulo
- Seoul
- Shanghai
- Singapore
- Sydney
- Tokyo
- Warsaw
- Washington, D.C.
- Yangon

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