

Corporate Responsibility Report

2010/11

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Introduction

Since our firm was first established 30 years ago, Olswang has been defined by its hunger to do things differently. The spirit of our people pervades our work and our drive to make a real impact is what distinguishes us from others. Two years ago, when our CR programme was in its infancy, we aimed to create a platform to channel these values in a way that truly benefits, our community, our environment, our clients and our workplace. Today, though we take immense pride in the professional work we do, we take equal satisfaction in channelling our passion, our vision and our culture through our CR programme. Indeed, law is what we do, but CR is who we are.

For a CR programme so young, we are delighted with the momentum it has built and the impact it has had. The past year in particular has witnessed some tremendous milestones including forging a rewarding relationship with Haverstock School, who we have partnered with for initiatives including Eco the Elephant and Olswang's inaugural Art Award. We also continued our commitment to the UK's oldest children's charity Coram, announced charity partnerships at our international offices and established the Olswang Foundation, intended to make the money we raise work harder. In all, we are proud to report that 72% of our staff are now active participants in our CR work and that together we have invested 10,000 hours towards our CR programme in the past year alone.

Developing an impactful CR programme to be proud of requires the business-minded approach we take to law. As a result, by the end of 2010 we had developed a CR strategy built upon listening to our stakeholders, understanding their needs and finding innovative ways to address them. Together with our community partners we have devised a creative, collaborative and international CR programme that sees us achieve results today and set ambitious goals for the future. The tremendous progress made so far is down to Olswang's CR team who have driven our Corporate Responsibility forward, alongside each and every Olswang employee who has embraced its aspirations. What you see here is a snapshot of the results so far, but this is just the beginning of a sustainable and ambitious CR programme that we hope will give you an insight into what Olswang people are really made of.



Mark Devereux, Senior Partner

Our Vision

Olswang has a unique opportunity to position itself as a centre of excellence in the legal sector for CR. This can be achieved by replicating and expanding successful projects that are collaborative, creative, innovative and responsive to real needs in our community. In achieving this Olswang can make a meaningful and sustainable difference and flourish as a business.

Specifically it means we will:

1. Work at what we are really good at.
2. Concentrate on education, environment and local needs.
3. Focus on projects which are sustainable, replicable & measurable and are also innovative and creative.
4. Use the high level of commitment of the firm, its resource and people for maximum impact.
5. Create collaborative projects, given the many different companies we advise and our position in the international market and community.
6. Build on and use sector expertise and the position as a thought leader in different sectors.

Our Overall Goals

We have set one and three year goals for our CR programme to ensure we make our vision a reality. We have also set goals for each of our CR programmes. All these goals, our targets and our progress to date are set out overleaf based on information we had in June 2011.

To evaluate whether we are meeting our goals we will:

- Measure impact of all our projects through evaluation – for example, Best Green Companies, Best Companies To Work For, carbon assessments, ISO 14001 reports and evaluation forms for schools and charities.
- Regularly assess progress towards our goals.
- Evaluate success of our projects against the following criteria:
 - o **Real impact**
 - o **Participation level**
 - o **Collaboration**
 - o **Client involvement**
 - o **Sector experience**
 - o **Personal development**
 - o **Unique and innovative**
 - o **Sustainable, replicable**

Our Short Term Goals: 2011/12

GOAL	TARGET	PROGRESS TO DATE
CR to be a successful service line of the firm.	To have 10 case studies highlighting our CR work with clients.	We have helped design and establish CR strategies and programmes for a number of our clients, such as Soho House, and continue to work on this.
Focus on collaborative projects that provide win-win opportunities for a variety of different community partners and engage different parts of our CR programme. We call these types of projects "magic combinations".	To have one flagship project a year and for each strand our CR programme to have at least two collaborative projects.	<p>In 2009/10 we developed our collaborative approach while working with the Elephant Family on the Eco project. Through this project we were able to combine legal pro bono work with community volunteering, whilst also achieving environmental, diversity and charitable angles.</p> <p>This year we launched the Olswang Art Award as an annual event with our Community Partner, Haverstock School. Again by combining the different aspects of our CR programme, we were able to provide a win-win opportunity for our community and charity partners, the students at Haverstock School and our staff. The Award raised the profile of and money for our charity partner Coram; improved the business skills, raised the aspirations and improved the attainment of the students involved whilst also providing a unique volunteering opportunity for members of staff.</p>
Increase participation in our CR programmes and engagement across the whole firm.	To have 70% participation in our CR programmes.	We have achieved 72% participation in our CR activities across the whole firm in 2011/12 which is a 14% increase on last year. Having already met our target for 2011/12 we will now work towards our medium term goal of 80% participation.
Continue to build a sense of pride in our CR programme through communicating, celebrating our success	To improve our rating in the Sunday Times Best Companies Giving Something Back section. To create and execute an effective communications plan. To consider how CR contributions are recognised by the firm.	We have continued to improve our rating in the Giving Something Back section of the Sunday Times Best Companies award, year on year. Our position has gone up 17 places since 2009

Our Short Term Goals: 2011/12

GOAL	TARGET	PROGRESS TO DATE
and recognising CR contributions.		and in 2010 we ranked 36 th overall. We are also working on fully integrating involvement in CR activities into the firm's appraisal system and utilising those activities as a tool for personal development.
Encourage those involved in CR to be ambassadors for CR.	Ensure all those involved in CR are given opportunities both internally and externally to champion CR and how to effectively test this.	Each department/project has a CR Champion: someone who can promote and further CR activities within their group, feedback to the CR Team and be a point of contact. CR committees also meet regularly allowing all those involved with CR to be an active part of the firm's work and to be updated on progress.
Leverage the impact we can have by working with our clients and inspire our clients to do more CR and do it better.	To discuss client work with each partner in the firm and to incorporate CR work into business development strategies.	We have already helped to design and establish CR strategies and programmes for a number of our clients and have also collaborated on a number of CR projects, such as participating in Lawyers in Schools with volunteers from three different clients and continuing to partner with clients at Whitechapel Mission. We are developing this strategy further and working with our clients on skills-based volunteering, to maximise our joint impact on the community. In terms of communications with partners, the CR team have presented our strategy to the firm's partnership.
Align sector expertise with our CR projects to maximise impact.	To develop one project per sector.	We already have in place a number of projects in the real estate, film, broadcasting, retail and technology sectors and will develop projects in other sectors.
Expand sustainable projects that create real impact.	Identify sustainable projects and ensure they are expanded by increasing participation and replicating success in international offices. Measure impact of all our CR projects through evaluation of students and community partners and by applying our CR criteria to projects.	Through the process of putting together our CR strategy we were able to identify which projects will be sustainable and are now working towards expansion and replication. For example we intend to replicate the success of the Olswang Art award in our international offices. We are

Our Short Term Goals: 2011/12

GOAL	TARGET	PROGRESS TO DATE
		also developing a method by which we evaluate each of our CR projects.
Ensure full alignment of CR with Olswang strategy, budget and operations.	Twice annual reporting to Management Board, full participation of CR in Operational Board and regular contact with our international offices.	CR progress is reported to the Management Board on six monthly basis and we hold monthly video conferences with our international offices, to provide support for their CR activities and collaborate on international projects. The Head of CR also sits on the firm's Operational Board.
Encourage genuine engagement of all our international offices, using the best practice we have learnt to replicate successful projects.	Each office to have at least one successful and independent project.	We are working to develop a CR committee at our newest office in Paris while activities in our other offices are all progressing at speed. Our CR Committee in our new Madrid office has already begun working with their new Charity Partner, organising win-win projects which combine different aspects of CR. Berlin, Brussels and Reading have all organised their own independent projects and begun to foster strong links with charity and community partners. We have also held several international projects ensuring we worked together as one firm and provided an opportunity to engage all staff.
Ensure our CR programme reflects the firm's values – passionate, pioneering, principled and distinctive.	Ensure consideration of how our values are demonstrated in each of our CR projects and for this to be reflected in our communications.	We consider how our values are demonstrated in each of our CR projects and work with our communications team to ensure that our values are reflected in how we communicate our CR plans.

Our Medium Term Goals: 2011/12 to 2013/14

GOAL	TARGET	PROGRESS TO DATE
Consider developing CR as a potential sector for the firm.	Full discussions to be had at Management Board level.	This will be scheduled for the appropriate time.
For every member of staff to be an ambassador for our CR programme.	To have 80% participation in our CR programmes and evidence through Best Companies results and testing of partners.	Firm wide participation in CR activities has increased from 58% to 72% over the past year, while the London office has seen participation levels rise to 81%. We are working closely with our international offices to support them in the development of their CR activities and believe participation levels of 80% firm wide as an achievable goal.
CR to be a major pull for our recruitment.	CR to have prominent position on the Olswang website and the grad recruitment website and use to be measured.	We are working closely with our graduate recruitment team and future trainees on this. To date we have established a number of projects such as the PSU volunteering which are specifically for future trainees.
CR to have received external recognition.	Build a profile for CR in targeted media, to win awards and to have a market leading CR website.	Our work with Career Academies has recently been featured in an article in Legal Week and we are continuing to develop our relationship with them further: this year we held their first Women's Event to raise the aspirations of young women on the Career Academies programme. We have also won the Law Society Award for Environmental Excellence and an award from Camden Climate Change Alliance for our commitment to sustainable transport and travel.
International offices to have comprehensive CR programmes that fit within the broader programme.	Each Olswang office to have a sustainable and well resourced CR programme.	We are working to develop a CR committee and activities with our newest office in Paris while activities in our other offices are all progressing at speed. Our CR Committee in Madrid has already begun working with their new Charity Partner, organising win-win projects which combine different aspects of CR. Berlin, Brussels and Reading have all organised their own independent projects and

Our Medium Term Goals: 2011/12 to 2013/14

GOAL	TARGET	PROGRESS TO DATE
		<p>begun to foster strong links with charity and community partners.</p> <p>Budget has also been allocated for each of the international offices to send members of their CR Committees to participate in London's CR programme and learn best practice.</p>

Our Pro Bono and Volunteering Goals

Pro Bono and Volunteering summary: making a real difference in our community by sharing our resources and the knowledge skills and passion of our people.

Targets are included only when they are in addition to the short and medium term targets listed above.

GOAL	TARGET	PROGRESS TO DATE
Focus on educational, local and environmental programmes, while still allowing for the flexibility to help a wide range of causes when we can. This means that where a member of staff would like to provide pro bono support to a charity we will try our best to accommodate this.	Ensure that at least 75 % of our CR projects focus on educational, local and environmental programmes	All new CR projects for 2010/11 were focussed on educational, local and environmental issues. This focus will continue for 2011/12.
Provide unique, creative and innovative projects that reflect the essence of Olswang rather than simply just doing more pro bono hours.		This is part of our overall CR goal – see above.
Expand sustainable projects that create real impact and develop new opportunities in response to feedback across the firm.	Develop electronic feedback forms for all pro bono and volunteering projects and measure all our projects against our CR evaluation grid.	Every year we hold a week dedicated to raising awareness of our pro bono and volunteering projects, combined with the opportunity for staff to feedback on activities from the past year and suggestions for future projects. We have been developing our feedback forms over the past year and are defining a method by which we measure our CR projects for the year ahead.
Increase participation amongst all the different parts of the firm and ensure engagement by all.		We are collecting information about participation levels in different parts of the firm and are working with CR Champions in each department to ensure we are providing the opportunities people want to get involved.
Work with clients as much as we can		This is part of our overall CR goal – see

Our Pro Bono and Volunteering Goals

GOAL	TARGET	PROGRESS TO DATE
and target specific sectors.		above.
Develop charity law expertise.	Provide charity law training and create a charity focus group for those interested to meet regularly and share and develop best practice. Highlight expertise through charity law capability statement.	We advise a number of charities from assisting those that are just starting out to providing ongoing support to larger and more established charities. Our expertise ranges from advising on restructuring, merger and formation of charities, as well as tax, property and investment expertise and our charity law clients include: Trekstock, 10:10 Trust and the Rachel Charitable Trust. We also advise a variety of clients on charity related matters. We have currently held a charity law training session for all fee-earners.
Link pro bono and volunteering to personal development.	To work with HR to create mechanism for linking pro bono and volunteering to personal development.	We are working on fully integrating involvement in CR activities into the appraisal system and utilising those activities as a tool for personal development.
Create team volunteering opportunities to enhance integration across the firm.	To ensure that there are a variety of team based volunteering opportunities available.	We are organising trips to Hatfield Forest and have also introduced new team building opportunities such as volunteering at the West London Mission. We encourage staff who are on secondment in different offices to volunteer when they are there.

Our Charity Goals

Charity summary: Working together to raise funds that support the work of charities in our communities

Targets are included only when they are in addition to the short and medium term targets listed above.

GOAL	TARGET	PROGRESS TO DATE
Create the Olswang Foundation as a registered charity, to provide a focus for charity giving across the firm that will enable our giving to be more effective, efficient and sustainable.	To establish the Olswang Foundation to mark the firm's 30th anniversary in March 2010.	The Olswang Foundation was established for the firm's 30 th anniversary and we are currently waiting for Charity Commission registration.
Extend out charity partnership programme to two years and continue with the democracy model of choosing our charity partner.	Ensure the extension of our charity partnership is communicated effectively and that the process of choosing our charity partner is accessible to all staff and that we have nominations from across the firm.	We extended our partnership with Coram for a further year; our Senior Partner announced this to the firm along with the news of the launch of the Olswang Foundation. Staff will begin the nomination process for a new charity partner in 2012.
Ensure we have a range of different fundraising events ranging from small gestures to big events and maximise fundraising at the events that have a strong social aspect.	To aim to raise £100,000 for each of our charity partners.	The Charity Committee organised a wide range of events, from selling cupcakes once a month to putting on a mini music festival in the grounds of our Charity Partner, Coram. We raised £55,000 for Coram in 2010/11. The Committee have a full calendar of events planned for 2011/12 to ensure we achieve our target and that we have a variety of different events.
Improve planning and communication of the programme.		The Charity Committee have created a year long calendar of events and will work with the communications team to ensure this is communicated.
Retain ability to respond to emergency appeals.	Integrate this into the workings of the Olswang Foundation.	This will be integrated into the workings of the Olswang Foundation. In the meantime the CR programme remains able to respond to emergency donations and has recently done so for the Step Up For Christchurch project.

Our Green Goals

Green summary: Thinking green in all we do to ensure we reduce the environmental impact of our business and to empower all our people to make a positive difference to our environment.

Targets are included only when they are in addition to the short and medium term targets listed above.

GOAL	TARGET	PROGRESS TO DATE
Develop a leadership position in the local community and amongst our clients.	Promote our green achievements through external communications and "Green Surgeries" for clients. To develop www.OurGreenDistrict.com website.	OurGreenDistrict.com is in the final stages of development and will be launched in next few months. We are working closely with a number of clients and new members of the Camden Climate Change Alliance (which we sit on the board of) sharing our expertise and assisting them with their environmental initiatives.
Constantly strive to improve the firm's environmental management.	Use our ISO 14001 accreditation to assess the firm's environmental management and continue to improve our performance.	We are ISO 14001 accredited which means our Environmental Management System is closely audited by external auditors. We are continually working on ways to improve this system and collect the most accurate data on our carbon emissions possible. We have recently invested in the Greenstone carbon calculation software which will allow us to more effectively measure our carbon emissions. We know that in 2010 our carbon emissions fell by 19% firmwide and we are currently working on identifying areas where we could make further improvements. Given our achievements to date and our international expansion, we have still set ourselves an ambitious 3% carbon reduction target for 2011.
Build on external recognition we have secured to date -	To retain our Best Green Companies place and to receive more external recognition for our green credentials.	In 2011 we were placed 44 th in the Best Green Companies list.
Continue to focus on engaging all our people through improved communications.	Develop a number of engaging green internal communication campaigns and measure success through Best Companies	The information around this year's Green Week was communicated through eye-catching html emails and by utilising our new

Our Green Goals

GOAL	TARGET	PROGRESS TO DATE
	results.	internal social networking site, Ning. Members of the Green Team worked together to create fun and informative videos to ensure the Green message was communicated effectively. For 2010 we were ranked 2 nd overall for our Green work which is an excellent result and demonstrates our staff's engagement with our environmental work.
Ensure our programme has a unique dimension with innovative projects and a volunteering and pro bono aspect.		We are working with the firm's gardening club to ensure that there are opportunities for staff to get involved in green volunteering and are currently working on a gardening project with Coram. We are also working with Camden council to source further local green projects and continue to provide pro bono legal advice to a number of environmental charities.
Decide whether to continue to offset our carbon after 2011.	To ensure full discussion of this by the CR Group.	This will be discussed at the appropriate time.

Our People Goals

People summary: Managing and enhancing diversity and creating a supportive, empowering and fun environment where all our people can be successful.

Targets are included only when they are in addition to the short and medium term targets listed above.

Diversity

GOAL	TARGET	PROGRESS TO DATE
Ensure that the Diversity Working Group (DWG) works effectively with HR in overseeing the firm's diversity performance and initiatives.	Ensure the DWG meets regularly and that HR provides full reports on diversity issues.	The DWG meets on a regular basis, approximately twice a quarter, and HR provides full diversity monitoring reports on a six monthly basis. A number of processes including those relating to recruitment, retention and training have been reviewed in conjunction with our HR team. Full details of our diversity statistics can be found here: www.olswang.com/diversity.asp
Encourage the DWG to bring a fresh perspective to diversity issues asking challenging questions and help provoke thinking and actions around diversity for the whole firm to action.		The DWG is comprised of members with a broad range of diversity related interests in the firm which informs the work of the DWG. It meets regularly and DWG members are encouraged to canvass opinions in their departments before meetings. The DWG has set priorities for each year which are based on the responses to the diversity survey. In 2010/11, the key priorities were around gender diversity in the partner promotion process and disability awareness.
Increase membership of DWG to fully represent the London and TVO offices and agree how diversity is managed in Berlin, Brussels, Madrid and any other offices we open.	Membership of DWG to be reviewed annually and Diversity Champion for each office to be introduced.	DWG fully represents the London and TVO offices and the DWG will decide how best to progress this in Berlin, Brussels and Madrid. The membership of the DWG is reviewed annually.
Undertake a firm wide diversity survey which will seek to ascertain the diversity concerns and priorities of staff across the firm.	For a firm wide diversity survey to be undertaken every two years and for diversity priorities to be informed by the survey responses.	The last diversity survey was undertaken in January 2010 and the DWG set two focus areas as a result: gender in relation to promotion for female fee earners and disability awareness. Concrete actions have

Our People Goals

GOAL	TARGET	PROGRESS TO DATE
		<p>now been taken in regard to both areas. In relation to promotion for female fee earners we have been working with a consultant on this area and their recommendations have been and continue to be actioned. In relation to disability awareness, we have worked with Leonard Cheshire, a leading disability charity, to produce a pioneering disability awareness online training programme which has been implemented in the UK and now forms part of our staff induction programme. The priority for 2111/12 is ethnicity and social mobility.</p>
<p>Focus on creating collaborative partnerships for diversity that engage other parts of our CR programme.</p>		<p>Following the success of the Leonard Cheshire partnership, the DWG is working on a number of collaborative projects that tie into our other CR work including with schools and appropriate charities.</p>
<p>Develop a communications plan to support our diversity work, ensure we regularly update and feedback to the firm on diversity work and which raises the profile of the DWG.</p>		<p>This is currently being worked on with our communications teams.</p>
<p>Look into external best practice benchmarks to help us understand and assess ourselves.</p>		<p>This is currently being worked on with our communications teams.</p>
<p>Proactively communicate the link between our diversity work and our values.</p>		<p>This will form part of the diversity communications plan.</p>

Our People Goals

Sports and Social

GOAL	TARGET	PROGRESS TO DATE
Create inclusive and fun social events that have mass participation within the firm.		A number of our charity events have a strong social element which we are focusing on. We are in the process of reinvigorating the Social Group which will produce a calendar of social events,
Enhance integration across the firm and our various offices through sports and social events that bring the firm together.		Enhanced integration across the firm is a key part of our sports and social work and the Social Group will focus on this.
Empower all our people to initiate and run sports and social projects.		There are a huge variety of sports and social clubs and we will continue to communicate that it is strongly encouraged for our staff to set these up.
Re-energise the Social Group to create an effective and representative forum for our sports and social activity within the firm.		This is currently being worked on.
Create social events that support other parts of our CR programme.		Many of our CR projects have a strong social element to them and we will investigate how best social events can support other parts of the CR programme.
Fully integrate sports and social within the CR programme.		This will occur once the Social Group is re-energised.

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