Actions speak louder
Our commitment to our people, to our communities and to sustainable practice
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Mangroves planted as part of a climate change adaptation program on Funafala Island, Tuvalu
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We have a responsibility, as corporate citizens, to use our skills and knowledge where we can make a difference, whether it is for our clients, or for the wider communities in which we operate, to help shape the future in a way that provides economic, ecological and social benefits for all.

We believe that actions speak louder than words. We are committed to open and transparent communication of our corporate responsibility targets and performance. We would like to thank all our people, present and past, who have contributed their skills and free time to help bring about change in a variety of ways around the world.

Peter Martyr
Global Chief Executive
Norton Rose Fulbright
Our global initiatives

Challenge 67 in Johannesburg
The Nelson Mandela Foundation

Challenge 67

Mandela Day was launched in 2009 as a global call to action to celebrate the power of each individual to transform the world. The Mandela Day campaign message is simple: “Nelson Mandela has fought for social justice for 67 years. We’re asking you to start with 67 minutes.”

Our primary global fundraiser is a project to build homes and food gardens in Johannesburg (see pages 10 and 11). The message behind the campaign, and the legacy of Nelson Mandela, is that each individual has the ability and the responsibility to make an impact through public service. The call to action is clear: take action, inspire change and empower communities everywhere.

In the spirit of the Mandela Day message, we appealed to our colleagues and friends to get involved in any type of activity with a 67 theme as our way of helping to raise funds for this initiative. The response has been overwhelming. Our offices around the world organized and recorded a relay recording of the Madiba Jive to celebrate the legacy of Mandela (known as Madiba) while raising funds for his supported causes, and other people are organizing their own events in order to raise money.

“Each individual has the ability and responsibility to make an impact through public service.”
“History will judge us by the difference we make in the everyday lives of children.”

Nelson Mandela
Breaking ground in South Africa
Challenge 67

Breaking ground in South Africa

A team of 167 volunteers from 24 of our offices descended on Johannesburg on the weekend of 10-12 February 2017 to help the Nelson Mandela Foundation to help build a facility for Menzi Children's Home in the township of Tsakane. With the aid of Food and Trees for Africa, they also planted a sustainable food garden at Vuyani Primary School to help support the homes learner feeding program.

This effort is part of the primary fundraising activity for our Challenge 67 initiative, which aims to help change the lives of disadvantaged people in this community. The weekend’s events included digging foundations, making bricks and concrete furniture, painting doors and creating a mosaic statue of Nelson Mandela. Our volunteers paid their own way to Johannesburg or used donated air miles.

For more information about the Menzi Children’s Home and its founder (Ms Matshidiso Mokwape), see nortonrosefulbright.com/corporate-responsibility and our Instagram account @actions.speak.louder.

nelsonmandela.org/

Befriending Nelson Mandela was a transcendent experience

Steven R. Howard, a corporate, M&A and securities partner in our New York office

Our life on this planet is enriched only once every 2,000 years by a person like Nelson Mandela. I was his Counsel on the AIG African Infrastructure Fund, which he chaired, and got to know him very well over the life of the fund. I was very blessed to have him as my friend for about 10 years. The fund was one of only a handful of private sector projects that he was involved in after his presidency. The fund built desperately needed roads, communications systems, water treatment plants, housing and more all over Africa.

I really viewed him as a prophet; he was an absolutely extraordinary person. The compassion, deep, deep wisdom and humor that he would bring to a room would just light it up. I met him in Cape Town six months after I began my work with the Fund and he grabbed my hand vigorously, pulled me in to him and, with a twinkle in his eye, said, “Steve, you must be very careful in my country: it puts lawyers like you and me in prison.” In saying that, he transcended 27 years of prison; there wasn’t an ounce of bitterness in him. He was ‘best of species’.

Mandela’s family and friends called him Madiba, which means father or leader. I had the privilege of calling him Khulu, which means holy one. He came from a royal family in the Transkei, but left when he was young so never ascended to royalty; I think he knew he had other aspirations. Assassination attempts were a constant threat to his life – he was such a flashpoint for race relations. He and we were spared that tragedy and South Africa transcended the risk of one of the bloodiest civil wars because of him.
Members of our team competing in the BP MS 150
BP MS 150: fighting multiple sclerosis

Multiple sclerosis (MS) is a progressive neurological disease which affects more than 2.5 million people worldwide, mostly between the ages of 20 and 50. There is no known cure and the cause is still unknown.

Vital work is being carried out to help people who live with the challenges of MS, and we are proud to make a small contribution to this effort. The BP MS 150 is a grueling 180 mile (290 km) two-day cycle ride from Houston to Austin in Texas which is organized each year by the US National MS Society to raise money to help people with MS.

Inspired by our North American colleagues, who have participated in this event for many years, we have made this one of our global charitable initiatives since 2014 by entering a team of 100 cyclists. Our team of cyclists is self-funded and draws on the help of all our people globally to achieve its fund-raising target. Since 2014, we have raised close to US$1bn.

nationalmssociety.org
Movember

We make the annual Movember fundraiser another opportunity for us to give back – in this case, raising money to address some of the biggest health issues faced by cancer and testicular cancer – as well as mental health and suicide prevention.

Each year, people in our offices around the world grow moustaches to raise funds and awareness for men’s health, supported by our Mo Sistas.

Sixteen of our offices took part in Movember in 2016 and raised US$21,000. Our Calgary office raised the highest sum – more than US$5000. Since 2011, we have raised more than US$250,000 for the Movember Foundation.

movember.org
Our Sydney Movember team
Special Olympics

We championed Special Olympics as our global charitable initiative in 2015/16, raising US$250,000 for this global social movement with one mission: people with intellectual disabilities can – and will – succeed when given the chance.

Over a period of 12 months, we achieved our fundraising goal through a wide variety of events.

Our principal Special Olympics fundraiser was a sponsored paddling (canoeing) event – The Great Canadian Canoe Challenge. This took place at Arrowhead Camp on the shores of the Muskoka Lake of Bays, where more than 100 canoeists from all over the world, beginners and experts alike, paddled for around five hours each day. Paddlers each committed to raising a minimum of US$250 in sponsorship, and funded their own travel to Canada.

We also hosted masterclasses in our offices, encouraging colleagues to share their skills with others – everything from cryptic crosswords to ceilidh dancing and a tour of Paris on a Vespa scooter – in return for donations.

Fundraising continued throughout the course of 2016, enabling us to reach our goal, including:

- a mini-Olympics in Australia
- a two-day trek up Mount Rinjani in Indonesia
- a 330 mile (530 km) cycle ride from London to Newcastle
- open water swims in London, Los Angeles, Minneapolis and New York
- rappelling in Dallas and Houston

We are delighted to have reached our fundraising target for this excellent charity, helping Special Olympics to continue its work in providing year-round training and competitions to more than 4.4 million people in 170 countries.
Jan Saslaw, Washington, DC
John Day Fossil Bed, Oregon
Our commitment to our communities
Pro bono

GLOBAL

Supporting Special Olympics with pro bono legal advice

Alongside our fundraising for Special Olympics, we provided pro bono legal services in Australia, the US, the UK, Canada and Germany.

In Australia, our pro bono work included a major project which will help people with intellectual disabilities (or other impaired decision-making capacity) to make significant decisions and exercise their legal rights, as well as providing advice on some discrete corporate and trademark matters.

In the case of Special Olympics Australia athletes, this could involve giving consent to the use of their photograph, getting their views heard in group forums and voting on issues, or completing an athlete satisfaction survey.

Special Olympics Australia supports over 3,200 athletes living with an intellectual disability. With no supported decision making models across the region, our team of library staff and lawyers have researched and evaluated best practice in other countries. Special Olympics Australia will use our findings to develop an implementation strategy for the athletes and families they support.

We are delighted to have a partner like Norton Rose Fulbright at our side and thank the firm for the commitment. The cooperation enables us to cope with the rising demands that the rapid growth of our association entails in legal matters.

Sven Albrecht, Federal President of Special Olympics Deutschland eV
UNITED STATES

Pro bono client prevails at US Supreme Court

In March 2017, the United States Supreme Court, in a 5-3 vote, ruled in favor of firm pro bono client Bobby Moore and invalidated the factors Texas used to determine whether a defendant was intellectually disabled and ineligible for a death sentence.

The court said that a determination of intellectual disability must account for current medical consensus. Our lawyers in Houston and London spent hundreds of hours on Mr Moore’s case, including filing a habeas petition on his behalf and participating in case strategy, development and coordination with co-counsel at other firms. The case is an example of our lawyers’ pro bono work in this area for many years.

Mr. Moore was born in 1959. He had an alcoholic father who was verbally and physically abusive. Due to his intellectual disabilities, he failed first grade twice and every grade after that until he dropped out of school in ninth grade. When he and his siblings did not have enough to eat, he would use his earnings from cutting grass to help feed them. His father threw him out of the house at age 14 for trying to protect his mother from his father’s abuse.

At age 20, in 1980 Mr Moore was involved in a bungled robbery with two other individuals in which an employee of the market being robbed was shot and killed. Less than 90 days later, Mr Moore was convicted of capital murder as the shooter and sentenced to death.

Oklahoma reviews death penalty laws

Lawyers from our US offices assisted the Oklahoma Death Penalty Review Commission’s comprehensive review of the state’s death penalty during Pro Bono Week 2016.

We reviewed court decisions taken over the last 40 years to provide objective data on rates of reversal, as well as underlying causes of error, which led to the reversal of a death sentence and/or capital conviction.

The review will help the Commission to understand the scope of trial error in capital cases, as well as the particular issues on which courts have focused their review. The Commission’s work is expected to be used by law-makers to improve deployment of Oklahoma’s capital punishment laws.

Low-income San Antonio residents overcome hurdles to preparing wills

Attorneys from our San Antonio office joined in-house attorneys at Valero in July 2016 to staff the Community Justice Program’s wills clinic – a pro bono service provided by the San Antonio Bar Association. We saw this free neighborhood-based legal service as an opportunity for our lawyers to make a contribution to our local community by helping individuals who may not otherwise have access to the legal system.

The clinic assisted more than a dozen low-income residents in preparing wills or understanding what was required to overcome barriers in difficult circumstances – for example, preparing a will for a family member lacking competency.

Favorable settlement for defrauded homeowner

Our Austin lawyers represented a homeowner who was defrauded by an unscrupulous seller and the seller’s agent.

The homeowner, a young professional who works in the non-profit sector, bought her first home in 2012. To make the purchase financially feasible, she rented out the second bedroom. However, after a few months the homeowner discovered a plumbing problem so severe that the only option was to renew all pipework at a cost of nearly US$32,000, a sum beyond her financial means. Making matters worse, she could no longer rent the spare room in her home because of the non-functional bathroom.
An investigation revealed that the seller and seller’s agent were aware of the plumbing problem before closing the sale. In fact, the seller had used his knowledge about the problem to negotiate a substantial reduction in the purchase price when he bought the home from the original owner. Neither the seller nor his agent disclosed the problems to our client.

Despite their fraudulent conduct, the seller and seller’s agent refused to acknowledge their responsibility or make a reasonable settlement offer to our client.

Our team then filed suit against the seller and seller’s agent in Travis County, asserting fraud, violation of consumer protection laws, and other claims.

After limited discovery, we negotiated a settlement resulting in a US$33,675 recovery for our client – enough to pay for the repairs in full and enable her to rent her second bedroom again.

**Homeless, not voiceless**

Lawyers in our Dallas office are representing the Dallas Street Choir in its efforts to create a community arts center.

The center serves, among other purposes, as a home and headquarters for the choir, which provides a musical and artistic outlet for homeless people in downtown Dallas. Its motto is ‘Homeless, not voiceless’.

Following its example, homeless choirs are now forming in urban areas elsewhere in the country. In the three years of its existence, the Dallas Street Choir has grown in membership to 80 attending weekly rehearsals from 15 when it started, and members have expressed how their experience there has given them hope and restored self-confidence and dignity to their lives.

**CANADA**

**Support for refugees entering Canada**

Throughout 2016, lawyers in our Ottawa and Montréal offices have helped groups sponsoring refugees from Syria and elsewhere with legal advice and assistance with drafting documents. We acted as pro bono counsel for the Refugee Sponsorship Support Program through the Canadian government’s private sponsorship program for refugees.

Several associates from our Ottawa office have been involved with the program since it was launched in November 2015.

To date, we have provided legal support to three separate sponsorship groups, hoping to bring a total of 17 refugees to Canada, including two families from Syria and five Eritreans.

We are also acting on behalf of Médecins du Monde, challenging the legality and constitutionality of the Régie de l’Assurance Maladie du Québec’s policy of denying access to the public healthcare system to Canadian-born children of immigrants whose status in Canada is not yet regularized.

Médecins du Monde is an international organization which helps homeless people from its mobile medical trucks and provides free healthcare to those not covered by the public health regime, or who are unable to afford tests or other procedures.

In addition to dispensing medical care, these clinics reintegrate and connect homeless patients with a variety of other appropriate social services.

**Negotiating the law**

Lawyers and paralegals in our Calgary office provide consultations to local people at a special legal grounds advice clinic in conjunction with Pro Bono Law Alberta and the Calgary Public Library. We have been the sole legal supporter of this clinic since its inception in 2010.

Once a year at the Calgary Public Library, we set up booths for different areas of law – family, landlord and tenant, criminal, civil, immigration – whatever the need may be.
At the 2016 clinic, held on October 19, 29 of our lawyers and seven paralegals helped more than 100 people.

We provide 30-minute consultations to help Calgary citizens identify and assess their issues, and provide substantive and procedural advice, where possible, in some cases identifying publicly available resources to help them resolve matters.

SOUTH AFRICA

**Destitute community saved from unlawful eviction**

We have helped a number of local communities in South Africa to voice their rights heard after being unlawfully evicted from their land. Such events have left communities fragmented and living in poverty.

In 2016, our Cape Town team secured a victory for a vulnerable community in Mpumalanga after the Amashanga Tribal Authority, entrusted to allocate state-owned land to members of the community for residential purposes, approved the eviction and demolition of the Mpumalanga community. This was to make way for a so-called cultural village to attract tourists to the area.
The Authority obtained an urgent ex parte court order under the guise of the Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (PIE).

Around 150 villagers were left destitute when their homes, belongings, livelihoods and dignity were destroyed; many of them were vulnerable people, including child-led households, the elderly and several widows.

The community sought assistance from the South African Human Rights Commission, which ruled that this action constituted a gross violation of the community’s basic human rights. It appointed Norton Rose Fulbright to represent the community on a pro bono basis.

The eviction and demolition were declared unlawful, and within a month of the court order the Tribal Authority and Municipality was ordered to build temporary habitable dwellings at least equivalent to those that it destroyed. It was then given four months to build equivalent permanent homes.

This constitutes an important victory for the Commission because it sets a precedent for traditional tribal authorities, municipalities and magistrates to be accountable for upholding the constitution when exercising their powers. The judgment also demonstrates the commitment of the judiciary to take a stand against the abuse of vulnerable members of society.

Our work on this case won the ProBono.Org award in 2016 'Most Impactful Pro Bono Case of 2016' award.

* Médecins Sans Frontières: what’s in a name?*

Médecins Sans Frontières is well known globally for providing help to populations in distress, whether they are victims of man-made disasters or armed conflict, irrespective of race, religion, creed or political conviction.

In 2016, an entity in South Africa was found to be using the name Doctors Across Borders, a direct translation of its name, and Médecins Sans Frontières asked for our help.

Members of our intellectual property team in Johannesburg and Montréal advised the organization in proceedings to ensure that the South African entity stopped using the name Doctors Across Borders. Médecins Sans Frontières commended Norton Rose Fulbright lawyers for being ‘very efficient’ and ‘always available’ during the work carried out by our trademark lawyers. We also assisted with journalists’ inquiries about the case.

EUROPE

*Law Centers provide legal advice to Londoners*

In London, we provide legal aid to local people in our community who may not otherwise have access to it. Our lawyers regularly attend evening drop-in clinics organized by law centers in the London boroughs of Tower Hamlets and Croydon (part of South West London Law Centres). They advise on employment, housing and consumer and small claims disputes.

Our team supporting these projects includes partners, associates, trainees and paralegals, and our contribution does not stop at legal advice: our finance team assisted the Croydon centre in implementing a more efficient billing system and our marketing team helped to design and produce materials to publicize the centres’ work in the local community.

We also support fundraising activities for the London Legal Support Trust, which provides assistance to local law centres. Each year, we host the start of its ‘Walk the Thames’ annual fundraiser in October, and we enter a team in the ‘London Legal Walk Fundraiser’ in the spring.
Help with human rights and civil liberties
Liberty is a non-partisan organization promoting fundamental human rights and freedoms in the UK. It provides this service through a combination of public campaigning, test case litigation, parliamentary work and by providing free advice and information to the public.

Each month, a team of volunteers from our London office staffs the Liberty Public Advice Line to answer questions from callers on human rights and civil liberties.

French base for Save the Children
Members of our corporate team in Paris advised Save the Children UK on legal structures for establishing an entity in France.

Save the Children works in more than 120 countries to save children’s lives, fight for their rights and help them to fulfill their potential.

Judicial integrity
Members of our London dispute resolution and litigation practice helped complete a piece of desk-based research to help the Reform Commission for Judicial Integrity in Madagascar. Our team analysed and reported on efforts to develop judicial integrity in Kosovo, Nepal and South Africa.

ASIA
Legal health checks for ActionAid Thailand
Lawyers in our Bangkok office conducted a comprehensive legal ‘health check’ for ActionAid Thailand, part of the international charity which aims to ensure that marginalized populations, particularly women and young people, are empowered to live with dignity.

We reviewed ActionAid Thailand for potential legal issues relating to employment, IP, risk management and property to provide our client with a clear assessment of its legal needs.

MIDDLE EAST
Emirates Literature Foundation
Our Middle East offices have an ongoing pro bono relationship with the Emirates Literature Foundation, a not-for-profit organization working to break down cultural barriers by fostering a common love of the written word.

The Emirates Literature Foundation runs a program of cultural initiatives, including an annual literature festival in Dubai. Recognizing the distinctive contribution that literature makes to children’s lives, the Emirates Literature Foundation focuses on cultivating a spirit of reading while acting as a catalyst for writing and cultural exchange across the region.

Our work in 2016 included advising on template purchase order terms, the appointment of an events management company, a venue license and sponsorship agreement, and a recording agreement.

AUSTRALIA
Assistance for Aboriginal and Torres Strait Islanders
We provide pro bono assistance to the Aboriginal and Torres Strait Islander community in Australia. We consider this one of the best ways in which we can contribute to closing the education, health and employment gap between Indigenous and non-Indigenous people in the country.

Through our Reconciliation Action Plan, we have committed to contributing five percent of our total Australian pro bono hours to assist Aboriginal and Torres Strait Islander peoples, businesses and communities. By the end of our 2015/16 financial year, we had contributed around 26 percent of our pro bono hours to this cause, the equivalent of more than 5,000 hours, or some A$2m of legal fees.
We have provided assistance on a range of matters to Aboriginal and Torres Strait Islander peoples all over Australia.

Our partnership with Jawun has led to a number of pro bono opportunities with Aboriginal businesses in the Redfern and La Perouse communities. Jawun is a not-for-profit organization which supports the capacity of Indigenous leaders, organizations and communities to achieve their own development goals. This, in turn, leads to lasting, material and measurable improvements in the lives of Indigenous people in those communities. Our work with Jawun includes leasing issues, employment issues, insurance issues, workplace health and safety, environmental and construction matters.

In 2015, our summer clerk worked with the Aboriginal Legal Service (NSW/ACT Ltd). This paved the way for a much larger and ongoing national commitment. In 2016 our summer clerks worked with the Redfern All Blacks Rugby League Koori Knockout Committee to assist with its preparations for hosting the Koori Knockout Competition in October. We continue to help with this.

**Championing human rights**

We support and champion basic human rights, such as the right to marry with free and full consent, protection against any form of slavery, the right to seek and enjoy asylum from persecution, and the right to just and favorable conditions of work.

**Visayan Forum Foundation**

In late 2015, a team of our lawyers contributed to a TrustLaw global research project for the Visayan Forum Foundation, together with lawyers from our South African business and lawyers from other global law firms.

The final report examines the existing rules and standards (for example, in employment and safety) applicable to fishers and fishing vessels in Australia, Germany, Spain and the UK, as well as across the EU, the US, Japan, China, Thailand, New Zealand, Indonesia, the Philippines, Singapore and South Africa. Each section of the report describes existing laws which protect fishers in the relevant country and identifies material gaps in legislation where the standards of ILO Convention 188 are not met. The report also addresses enforcement of the existing laws and standards. Our team was responsible for the Australian component of the report.

**Anti-Slavery Australia**

We have started working with human rights organization Anti-Slavery Australia. We have two large national teams working on research projects related to forced marriage and child cyber sex crimes. The forced marriage project has also received input from colleagues in our South African and Montréal offices, as well as law students in Brisbane and Sydney.

**Supporting asylum seekers and refugees**

We continue to support asylum seekers and refugees through pro bono legal support.

This year, each of our Australian offices participated in pro bono legal clinic work in support of refugees and asylum seekers. The focus of this work is generally crisis-based and involves assisting people with their claims for protection and review before the Department of Immigration and Border Protection.

We have seen increasing interest from our corporate clients in our asylum seeker and refugee clinic work, with the in-house legal team of Carnival Australia, PayPal and Hewlett Packard Enterprise presently volunteering alongside our lawyers at our fortnightly legal clinic with the Refugee Advice and Casework Service (RACS) in Sydney.

Andrew L. Hoffman, New York

Victoria Amazonica giant water lilies on the Pantanal, Brazil – the world’s largest wetland
Our commitment to our communities

Fundraising

AUSTRALIA

Raw art and music
Our Sydney office hosted our second ‘Raw’ Indigenous art and music exhibition in June 2016, showcasing the work of Aboriginal artists. We displayed the work of ten emerging artists. Around 40 artworks went on display for the exhibition and almost half were bought on the night, with all of the sales proceeds going to the artists.

Support for refugees and asylum seekers
Alongside our pro bono work for asylum seekers and refugees, we also provide financial donations.

Our Melbourne office again supported the Asylum Seeker Resource Centre in its mid-year party, and our Brisbane office raised funds for the Refugee and Immigration Legal Service.

CANADA

Defeat the heat: a community in crisis
In May 2016, a wildfire tore through Fort McMurray, destroying neighborhoods and threatening the entire municipality of Wood Buffalo in Canada. Upwards of 80,000 people were forced to flee through smoke and fire to reach safety.

To show our support for friends, family members and clients in Fort McMurray, we coordinated a grassroots fundraising campaign from our Calgary office.

In total, we donated more than C$45,000 to the Canadian Red Cross, comprising C$30,000 in corporate donations from our firm and C$15,000 raised through donations and round-the-world sales of our locally designed ‘Defeat the Heat’ T-shirts. Our people across Canada also pitched in and helped out in their own ways, including individual donations to the Canadian Red Cross, amounting to more than C$20,000.

Alongside our efforts, the Calgary legal community came together to donate more than C$500,000 to support the Canadian Red Cross in its work.
SOUTH AFRICA

Project Hope aims to eradicate malnutrition in townships

Project Hope UK has set itself an ambitious target: to eliminate 98 percent of malnutrition in children in Munsieville, one of South Africa’s oldest undeveloped townships near Johannesburg, by 2020. This follows on the heels of the charity’s successful campaign to eradicate childhood deaths through home-based hazards in Munsieville, the home of its patron, retired Anglican bishop Desmond Tutu.

The charity, which focuses on helping vulnerable children to help themselves to become healthy, productive adults, aims to replicate the project elsewhere across South Africa’s townships.

The Munsieville project aims to create 1700 nutrition gardens for local families in Munsieville, built so that they produce simple, nutritious crops throughout 12 months of the year. Once the gardens are built, they will be handed to the local residents with tools and training to take care of the crops themselves.

To help get this project off the ground, we donated funds to build and equip the ‘Norton Rose Fulbright Life Centre’ - a simple base to provide education on nutrition, cooking and dietary advice. The center, which is due to open in 2017, is already providing support to the community and will also house tools, equipment, seeds and supplies.

We are delighted to help provide families in Munsieville with a sustainable and self-sufficient means of growing daily fresh food along with advice about nutrition.

ASIA

Help for the maritime industry

Mission Row was set up in 2014 to raise money for seafarers around the world through global maritime welfare charity The Mission to Seafarers. The event involves teams rowing two replica 19th century Cornish pilot boats more than 90 miles (140 km) on a non-stop 24-hour mission around the island.

We have a strong shipping practice and understand the dangerous and demanding conditions that merchant seafarers face each day.

Piracy, shipwreck, abandonment and separation from loved ones are just some of the problems they encounter. The Mission to Seafarers provides help and support to the 1.5 million men and women who face these conditions to keep themselves and the global economy afloat. The charity works in more than 200 ports in 50 countries, offering practical, emotional and spiritual support through ship visits, drop-in centers and a range of welfare and emergency support services.

We are delighted that in July 2016 the challenge won the Seatrade Corporate Social Responsibility award for Asia. As well as helping to launch ‘the Mission’, we also enter a team of rowers each year, who train hard to complete the endurance challenge on one of the busiest stretches of water in the world.
After the tsunami

As part of our efforts to support the maritime industry, we remember the fishing families impacted by the Sumatra–Andaman earthquake tsunami in 2004. Alongside the human casualties, the tsunami destroyed a huge amount of fishing accommodation and equipment, which are vital for local fishermen to make a living.

Since 2004, our Bangkok office has donated boats to ten fishermen families in Baan Talay Nok, Ranong province, through the Ranong Fisheries Office. Fishing is the main source of income for Baan Talay Nok, and the boats help to sustain the community by enabling them to continue with their fishing work.

Law Rocks!

Our Singapore office band, the NeRFs, raised some S$11,000 in October 2016 for Arc Children’s Centre, a charitable day centre for children suffering with cancer or other life-threatening illnesses. The band, made up of our colleagues Nicky Davies, Richard Steenhof, Michael Kim, Victor Katheyas and Samuel Leong, raised the money by taking part in (and winning) the Singapore leg of Law Rocks!, an epic battle of the bands in cities around the world. These events provide a platform for legal rockstars to raise money for local non-profit organizations.
EUROPE

**Byte Night team raises more than £680,000 for Action for Children**

We began taking part in Byte Night, the IT industry’s annual outdoor sleep-out in aid of Action for Children, in 2008.

Each year, our London colleagues spend a night exposed to the elements outside to experience a little of what thousands of people feel every night when they have no bed to go home to, many of them vulnerable children and young people.

In 2016, our team of 30, raised more than £126,000 for Action for Children through our participation, and fundraising activities.

We are proud that our donations contributed nearly a quarter of the London total for Byte Night, and around 12.5 percent of the national total raised by Byte Night.

In the eight years that we have participated in Byte Night, we have raised more than £680,000 to help Action for Children fight youth homelessness and neglect.

**Earthquake support**

In August 2016, we made a donation to help those hit by a magnitude 6.2 earthquake north-east of Rowe, near Perugia, which killed around 300 people and left many more without homes.

When disaster hits any country where we have an office, it is our policy to support our colleagues and their families, as well as the wider community, by providing whatever help we can.

**Smiles for sick children**

Since 2002, our Paris office has donated money to Le Rire Médecin, a small French charity which sends professional clowns to entertain hospitalized children, their relatives and the medical teams caring for them. Each year, close to 100 clowns are involved in more than 71,000 performances in 40 pediatric departments across 14 hospitals in France.

Over the past few years, we have donated more than €151,000 to pay for more than 10,000 clowns to visit children. On top of our annual donations, our colleagues in Paris regularly take part in the annual La Course des Héros race, to raise funds for Le Rire Médecin.

**Extreme triple challenge for Save the Children**

Tim Wood, an associate in our London office is part of an extreme fundraising campaign in aid of Save the Children. Despite being temporarily unable to walk in 2016, after having surgery to reconstruct the ligaments in his ankle and to remove some bone, Tim signed up for a unique sporting challenge in 2017.

Tim has set himself the task of completing the following sporting feats in order to raise money:

- **the Virgin Money London Marathon**, April 2017. Tim completed the marathon in an impressive 02:47:04 hours, which put him in the top two percent of the event’s 40,000 finishers.

- **the Three Peaks Yacht Race** from Barmouth in Wales to Fort William in Scotland in June 2017, during which Tim will also climb three of the highest mountains in Wales, England and Scotland, running the equivalent of three marathons.

- **the Marathon des Sables** in April 2018, an extreme challenge which involves running 156 miles (250 km) across the Sahara desert over six days in temperatures reaching up to 50 degrees Celsius.

Go Tim! We are extremely proud of his determination and his efforts to raise money.
Volunteering

EUROPE

Pulling together for Barretstown

Barretstown Castle in Ireland is a specially designed camp which provides a program of activities free of charge to children and their families living with a serious illness. We have supported the organization for more than a decade – both financially and through providing practical hands-on assistance.

In 2016, colleagues from our marketing and business development and knowledge teams across Europe spent a weekend volunteering at the 500-acre location, helping with maintenance and decoration to ensure the site looked its best for when the campers arrived.

The team spent their time cleaning, sanding, varnishing and painting the horse stables, riding yard, tack room, bathrooms and cottages.

"We’ve waited two years for some of these tasks to be completed and it’s fantastic to achieve this result in one weekend. Thank you so much for giving up your time. We are truly grateful for the support Norton Rose Fulbright gives us; we hope you can see the difference it makes."

Ger Curran, facilities manager at Barretstown
**Boosting employability skills for young people**

We work with various organizations in London, which seek to address inequality amongst young people.

We invite young adults who are NEET (Not in Employment, Education or Training) to our offices for workshops on employability skills such as writing a CV and interview training.

We also work with younger school children through Enabling Enterprise, a not-for-profit social enterprise, set up by teachers in 2009. Enabling Enterprise aims to equip young people with skills which are vital to their future but which do not form part of the curriculum, including problem solving, aiming high, listening and understanding, presenting, working in a team, and leading.

Classes visit our office to take part in workshops focussed on building these skills, and volunteers from all areas of our business act as mentors. The sessions are designed to inspire and motivate students, build their confidence and aspirations, and develop their core skills. During the workshop students learn about our firm, the legal industry, and the range of roles available in a large global business. They share ideas within teams and develop and present arguments.

Declining levels of literacy and numeracy are another barrier to employment in the UK. Through our relationships with nearby schools, we send volunteers to help children with reading as well as languages and mathematics.

Meanwhile, in Paris, we participate in the outreach program of La Courte Echelle, organized by the French women’s organization Arborus, which campaigns for gender equality in the workplace.

Each December we offer work experience to middle-school students from underprivileged backgrounds. This one-week placement gives students an opportunity to discover the everyday life of a law firm.

**Confidence**

Smart Works is a charity which focuses on women who are struggling to start their careers or get back into work after a prolonged break. It provides women with interview clothing and advice to optimize their chances of success.

We started working with Smart Works through monthly clothing drives in our London office, and our relationship has gone from strength to strength over the years.

In addition to clothing drives, we provide volunteers to act as interview coaches. Our volunteers meet Smart Works clients prior to a job interview, to help them hone their interview techniques. We also host an annual networking event with Smart Works’ clients.

Smart Works’ clients come from diverse backgrounds and most suffer from low self-esteem, particularly when it comes to finding a job. Many are single mothers, ex-offenders, ex-substance abusers, survivors of domestic violence, refugees, or homeless people for whom having a job is something they may feel beyond their reach.

Over one in two Smart Works clients get the job.
Addressing inequality and youth crime

Following the shocking London killing of ten-year-old Damilola Taylor in 2000, an act of violence by two boys not much older than himself, Damilola’s father, Richard Taylor, founded The Damilola Taylor Trust.

The Damilola Taylor Trust is committed to providing inner-city youths with opportunities to play, learn and live their lives free of fear and violence, and with optimism for a future which includes opportunity. The Trust aims to restore the hope, optimism and self-esteem of youths aged between 14 and 24 in South London so that they can lead healthy lives, stay in school, and grow up with aspiration and potential.

Through our relationship with the Trust, we hosted the inaugural Damilola Taylor Memorial Lecture in November 2016. Key speakers from the Trust, police and local government met to discuss how we can tackle inequality and crime amongst young people in south-east London.

The lecture was the beginning of a strong relationship with the Trust, and following the success of the event, we plan to begin working with the Trust on its Careers Pathway program, providing long-term mentors, workshops and work experience placements for at-risk young people who want to make the most of their lives.
Supporting children

Supporting children is a key focus across many of our offices.

In Paris, we support the Secours Populaire, a non-profit making association which fights poverty and exclusion in France and throughout the world. In the short term, it delivers emergency aid based on food, clothing and housing. Longer term, it supports individuals and families in accessing housing, health, holidays, culture, leisure, sport and professional integration.

At the end of 2015, we made a donation to the Secours Populaire to help with a major renovation of its buildings, where it welcomes people in need. We funded the creation and arrangement of the children’s waiting room and all IT equipment.

As our annual winter volunteer initiative, our Paris office takes part in a toy collection campaign for underprivileged families, with colleagues distributing toys collected at the Secours Populaire Christmas Fayre.

In Warsaw, we are regular visitors at the Dom Dziecka Soplicowo orphanage. Colleagues visit the children throughout the year to spend time playing and chatting with them, particularly at Christmas when we bring gifts for the young ones. Many of us are now well-known faces amongst the children.

In Brussels, we have a similar relationship with the Queen Fabiola Children's Hospital. Each year we give toys to the children as Christmas gifts, and we also take part in collecting food donations for the Hospital.

As well as giving donations, our London office regularly hosts a Christmas party for Southwark Helping Hands – a local club for people with learning disabilities. Members come to our office to enjoy festive arts and crafts, a disco, and Christmas dinner. The party is organised by a different team from the office each year.
In 2011, a major earthquake and tsunami hit the Tohoku region of Japan, causing the largest nuclear disaster since Chernobyl in Fukushima. Those who survived were evacuated and placed in temporary housing. For those people still living in temporary housing more than five years after the incident, we delivered food supplies to help them continue with their lives as normally and healthily as possible.

In October 2016, a team from our Tokyo office travelled to Fukushima together with Little Olive Child Foundation, a non-governmental organization and charity which supports victims of the earthquake. As children cannot spend time outside, we delivered equipment to the indoor Funehiki Child Centre and helped the local children set up and play with items we had brought, including floor mats, a mini library and soft toys.

This is a small step towards helping the community to rebuild.
Community mentoring

Allan Yee, a partner in Hong Kong, participated in the Community Business mentoring program, which seeks to challenge income disparity. Allan explains more in our interview:

“Mentors meet with secondary school students (aged 14-18) studying in low-income communities (Sham Shui Po, Tin Shui Wai and Lantau Island) and help them with their personal soft skills and career development.

I felt motivated to help because, coming from disadvantaged backgrounds, these students are often overlooked and cannot afford to participate in costly extra-curricular activities. Mentoring gave me an opportunity to expand their views and ideas out of their usual school environment.

The most rewarding part about mentoring was that the students were so eager to learn. For me, it was inspiring to deal with young minds. The experience also benefited me by helping me to learn to be a better mentor. It was a great way to do something meaningful and develop myself at the same time.”

“In the beginning, my mentee was quite shy and soft spoken, and seemed a bit disinterested. But after a few sessions, we developed mutual trust and he realized there was much more to success than just exams.

He was delighted to obtain a couple of offers for internships at large multinational companies from ENGAGE as a result of his hard work. I strongly encourage anyone who can participate to do so. You’ll surprise yourself by learning how much you have to offer, and how much you yourself can learn.”

Allan’s mentoring session followed on from an earlier visit to our Hong Kong office from 20 secondary school students from disadvantaged backgrounds, in partnership with Community Business. The students came to get an insight into the world of corporate law and were assigned a mentor for the day, as well as the opportunity to attend talks and workshops which demonstrated the diverse range of opportunities in a law firm for those who are not lawyers. The final sessions of the day included a quiz on the Hong Kong legal system and the differences between barristers and solicitors. The day ended with an endorsement negotiation.

Willing hearts

Willing Hearts is a volunteer-run, non-profit organisation set up to provide for those in need in Singapore. It operates a soup kitchen 365 days a year, preparing, cooking and distributing daily meals to some 40 locations island-wide.

Our Singapore office helped to pack and distribute more than 5000 meals last year, sending food to those who need it across Singapore.
A night of sports fun for families with sick children

We support various Ronald McDonald Houses around the world, which provide accommodation for families with children receiving vital medical treatment in hospitals.

In March 2016, our Canadian colleagues treated local sports fan families to an evening out watching the Harlem Globetrotters.

The evening was a welcome break from the emotional burdens carried by the families who contend with the daily stresses of hospital visits, medical treatments and being away from home.

200 hours for Calgary Food Bank

In January 2016, our Canadian offices organized a regional campaign to support the Calgary Food Bank, a long-time pro bono client.

As well as making a donation, we encouraged colleagues to participate in some way by donating food, money or time to volunteer.

In addition to donating food, 23 volunteers spent more than 200 hours assembling food crates, collecting contributions and other tasks in order to help upwards of 260 individuals and families who visit the Calgary Food Bank every day.

Three days for United Way

Our Canadian practice is a long-standing supporter of United Way, which links volunteers, businesses and local charities to help people in their own communities.

In 2016, our colleagues in Québec took part in volunteering days for three organizations supported by United Way.

Ten of our colleagues met the children at the Pignon Bleu, an organization that helps children from disadvantaged families, by offering lunch and helping the children with arts and crafts workshops.

Two teams of seven people also went to Café Rencontre Centre Ville to help with lunch service. The cafe provides meals to the poor and the homeless in the area and also provides tools and listening services to help people reintegrate into society.

Five people spent a morning helping people at La Baratte, an employment reintegration program which helps out-of-work people to pursue a career in the catering industry.
Sustainable economic and social change for Aboriginal and Torres Strait Islander communities

Jawun is a not-for-profit organization which supports the capacity of Indigenous leaders, organizations and communities to achieve their own development goals. This in turn leads to lasting, material and measurable improvements in the lives of Indigenous people in those communities. We entered into a partnership with Jawun in 2014 to help these communities to achieve sustainable economic independence.

In financial year 2016, four of our employees were seconded to Jawun’s Redfern and La Perouse communities.

Gabriel Liew, services supervisor in our Perth office, was seconded to Wyanga Aboriginal Aged Care in Redfern, which provides culturally appropriate care and support for elders in the community through home visits and support.

Sean Lancaster, a senior financial accountant in Brisbane, was seconded to Tribal Warrior to work with the Redfern All Blacks Rugby League Koori Knockout Committee.

Kate Wetherall, human resources manager, and Jessica Goldsmith, human resources advisor in Sydney, were both seconded to the La Perouse Local Aboriginal Land Council. The Council is responsible for Aboriginal land from Como to Elizabeth Bay in Sydney and provides support with housing, community initiatives and strategies for the local Aboriginal community in La Perouse.

Without the assistance of Norton Rose Fulbright’s pro bono program the La Perouse Local Aboriginal Land Council would not be capable of obtaining quality legal advice required to act diligently and would rely on the skills and knowledge of non-legal staff to progress projects or matters.

Chris Ingrey, CEO, La Perouse Local Aboriginal Land Council

Through Jawun we met with a lot of the Indigenous community leaders in La Perouse and Redfern. They have shared a lot of their community history and vision for their organizations. One common thread is that they all want sustainability and economic independence and Jawun is a great program through which they can fast track this vision.

Gabriel Liew, Services supervisor, Jawun secondee
**Empowering young people**

Through our partnership with the Australian and Business Community Network (ABCN), as well as the work of our local charity communities and numerous pro bono matters, we provide a range of support to children and young people in need.

ABCN is a coalition of more than 30 national and global companies working to improve opportunities for disadvantaged schools through mentoring, partnering and providing support across Australia. The network operates in around 200 schools nationally.

We have acted as a partner to ABCN for four years, providing staff with the opportunity to take part in structured volunteering programs during office hours. Each of our offices puts forward around 30 to 40 volunteers to take part in reading and mentoring programs with both primary and high school students, as well as programs to help high school students make career choices and learn interview skills.

We are proud that our work in assisting children and young people equates to more than A$230,000 in pro bono legal fees.

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**LATIN AMERICA**

**Colombia brings festive cheer to children in need**

In December, our Colombia office hosts a Christmas party for around 280 children from two small towns near Bogotá – Choachí and Ubaque.

This has become an annual feature in our Colombia calendar in the last two years. These small children have very little, and the party is a rare opportunity for them to be treated to entertainment, gifts and plentiful food.
Mike Ouano, alumnus, Houston
Jökulsárlón, Iceland – a lake that developed after the glaciers started melting
Our commitment to sustainable practice
Protecting our environment

We recognize that we have a responsibility to address the environmental issues jeopardizing the earth’s ecosystems and the future of our communities. We work hard to reduce our own environmental footprint and look for opportunities to work with not-for-profit organizations to effect environmental change.

African school leads the way in secure solar power

In areas of Africa blighted by crime, traditional solar PV energy often fails as a result of the panels being stolen, sometimes within a few months of installation. The problem is so severe that the Gauteng provincial government has considered bringing solar power development to a halt.

Our energy team in South Africa offered their knowledge and experience in renewables to help devise a solution to the problem in Gauteng. We provided pro bono assistance to our client Ugesi Gold with certain legal aspects of developing an off-grid energy solution in which solar panels recharge only when the risk of burglary is low.

Developed to power a primary school, this approach, called SolarTurtle, works by using container-based solar packs which feed in the same way as turtles. In the morning, when robberies are less common, the panels unfold from their secure containers to absorb the rays of the sun, and in the evening, when crime is more prevalent, the panels fold away into the hard shell of the container.

As well as providing security, this simple approach – using recycled bottles containing batteries also gives communities the means to build and maintain their own solar packs.

‘Nights without lights’

We are proud to have continued to support Pollinate Energy (Pollinate) again for the fourth year running on a range of pro bono legal matters.

Pollinate’s objective is to assist those living in energy poverty, with no access to electricity, by offering sustainable clean energy. Pollinate does this by providing affordable life-changing products to people and communities who need them most. With a focus on long-lasting solutions, such as solar lights and improved cook stoves, the key success of Pollinate is that it provides an alternative energy source to using kerosene. The use of clean energy means people are able to reduce indoor smoke, enjoy better quality light and save money. Conserving the use of kerosene also has a positive impact on the environment.

Pollinate finds local budding entrepreneurs who are passionate about helping their local communities and trains them to provide various life-changing products to those in need. Pollinate provides all the support they need to sustain these micro-social businesses, ensuring that solar products will be serviced when necessary and will last for a long time without needing to be replaced.

Working with the team at Norton Rose Fulbright is a joy; we always feel in safe hands and could not ask for a better pro bono supporter.

Alexie Seller, director and COO of Pollinate

River Thames energy

A multi-disciplinary team from London has been advising Teddington & Ham Hydro, a community interest company, on developing a clean energy initiative on London’s River Thames to provide power to the local community. Hydro power turbines are being installed on the River Thames at Teddington Weir with a view to reducing carbon emissions by generating clean cost-efficient electricity for homes in the area. The income they generate will be used to develop more low-carbon solutions for the local community. We are acting for Teddington & Ham Hydro on a pro bono basis.

Once built, the project will produce approximately 1.6 GW of electricity, enough to service roughly 600 homes in South West London, and reduce carbon emissions by close to 1000 tons per year.
World Environment Day

World Environment Day takes place on June 5 each year – an annual United Nations initiative to encourage people to take care of our planet. In 2016, we asked our colleagues around the world to submit photographs of natural places they love and want to see protected. We received more than 50 spectacular entries, some of which are featured in this brochure. The images feature everything from holiday spots and favorite local green spaces, to endangered locations, but all share a common respect for the beauty of our planet.

The top photographs were selected, based on style, creativity and their ability to reflect our environmental message.

Russel Low, Singapore
Mount Rinjani, Indonesia – taken on our two-day trek to raise funds for Special Olympics, our global charitable initiative 2015/16
Bluebell Valley, Shere – an area of countryside surrounding London, designated as ‘greenbelt land’ facing growing pressure for urban development
Our commitment to our people
Perspectives

Our global internal blog Perspectives is a way for everyone to join the diversity and inclusion dialogue by offering insights, opinions and experiences, and taking part in discussion and debate.

We welcome comments and posts from everyone, from event write-ups, to thoughts and reflections, to photographs and videos, and everything in-between.

We have had more than 85 blog posts submitted since we launched with colleagues sharing their own experiences across topics such as ‘Black history month’, ‘Being a donor’ and ‘My mental health journey’.

Being a donor

Tom Acland, learning and development consultant, Melbourne

When my friends Kelly and Kylee decided to start a family back in 2012, and embarked on the rollercoaster journey of in vitro fertilization, they did not meet with success. After a few months, they asked me if I would consider becoming a sperm donor.

After talking with my partner Adam, I decided that I would. I then sat down with Kelly and Kylee and together we drew up a contract of understanding. This was very important, especially because we were close friends; it would have been too easy to make assumptions because we knew each other so well.

We agreed that Adam and I would act as uncles – to babysit, to share important milestones, and to help support the baby’s interests and personal development.

Evan was conceived at the first attempt – the fertility gods were smiling.

Being part of Evan’s life is wonderful and has reinforced my belief that family is about people in your life who want you in theirs.

I’m proud to say Evan now has a baby sister, born in January 2017.
Diversity and inclusion

We value diversity. We strive to create an inclusive environment where every employee can bring their whole self to work and realize their career potential. This commitment is integral to our approach to doing business: it enables us to understand our clients’ needs in diverse markets, engage fully with the communities in which we operate and leverage the diversity of perspective of our people. We value difference and actively promote a culture of respect for each individual, encouraging and creating inclusion.

In the past year we have focused on implementing our gender targets, delivering global unconscious bias in the workplace training, building global initiatives to become more disability confident, and building cultural diversity.

Our business champions diversity and inclusion at the most senior level; our Global Diversity and Inclusion Advisory Council (GDIAC) reports to our Executive Committee, ensuring that a diversity lens is applied to all major decision-making processes.

Employee resource groups

We have well-established employee resources groups in most of our offices to help foster a culture that allows people to be themselves at work. As an example, our London groups include:

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ARE YOU #DISABILITYCONFIDENT?

Get the best advice on how to interact with people who have sight, hearing, mobility or dyslexia disabilities

Let’s be #disabilityconfident and get the best from each other
Diversity and inclusion

#Disabilityconfident

We work on a continual basis towards becoming more disability confident. We are committed to removing assumptions, barriers and challenges faced by people affected by disability.

In 2016, we launched a microsite aimed at breaking down communication barriers, challenging assumptions and becoming more confident about disability so that we can all get the best from each other. We want to put an end to feeling awkward about interacting with people for fear of doing the wrong thing.

Are you #disabilityconfident?

gethebest.nortonrosefulbright.online

Shine

Shine is our first disability employee network, which was launched in London in September 2016. Shine provides employees with and without disabilities and/or long-term health conditions, as well as carers, with an open forum to share and discuss their experience with disability. The network’s aim is to provide support and advice whilst helping to raise awareness of disability and health-related topics. Shine’s ultimate goal is to enable the firm to create a level playing field for all to succeed and shine, irrespective of any disability or long-term health condition.

We signed the ‘Time to Change’ employer pledge in December with Mind (a mental health charity in England and Wales) as a way of making a public commitment to removing mental health stigma in our workplace.
Let’s get the best from each other

**Working Start**

Valuing difference and promoting a culture of respect for each individual is one of our core values. We aim to be an employer of choice worldwide by encouraging diversity in our workforce in all aspects and at all levels. As part of this, we launched Working Start in 2014, a global initiative to provide paid employment opportunities to people with disabilities.

Working Start is designed to put our beliefs into practice by promoting confidence in disability and paid employment to people who have a disability. We believe that when people are able to be themselves at work, they will realize their full potential and career ambitions. This means not only being proactive in ensuring that job opportunities are accessible to all, but also taking action to improve recruitment policies.

Successful applicants participate in a year-long program working with Norton Rose Fulbright. Our aim is to ensure that they gain valuable, commercial, on-the-job experience and collaborate on a project dedicated to making us more disability confident.

The program, supported by McLaren Honda through our global partnership, underscores our shared focus on innovation and high-performance team work. Participants are mentored by McLaren Honda during the course of the program, with a focus on the partnership values of teamwork, innovation and excellence.

“During my time at Norton Rose Fulbright I have learned that with determination and proper support anyone can get involved and live up to their potential. I have achieved things I didn’t know I could.”

*Sam Neale joined our business development operations team in London in 2016 as part of Working Start.*

nortonrosefulbright.com/workingstart
Applying for a job is difficult at the best of times, but with a disability it can leave you feeling insecure and inadequate. Working Start removed the stress and embarrassment that often comes with disclosing my disability.

Deborah Larbi joined the marketing and business development team in London in 2017 as part of Working Start.
Planning a holiday abroad with a disabled child
Robin Williams, costs lawyer, London

My daughter Katie was born with a rare genetic disorder called Wolf Hirschhorn Syndrome (4p-). Despite the difficulties that came with the condition, we resolved to give Katie the very best that life had to offer. Including her on family holidays abroad was a major part of that. However, overcoming some of the many challenges her needs presented meant planning holidays with military precision (or at least it seemed that way).

Below is a refined list of the many considerations/action points which had to be addressed when planning a holiday abroad with Katie.

- Location/journey time
- Suitability of accommodation and surrounding area – wheelchair accessible
- Wheelchair servicing beforehand & afterwards (sand gets everywhere)
- Investigating disability-friendly activities balanced with activities to cater for everyone
- Climate – time of year
- Airline policy and airport facilities (transferring Katie to and from the plane; security restrictions on liquids for her medication)
- A doctor’s letter (fitness to fly and explaining medications)
- Insurance issues/medical cover
- Translation of medical condition and information specific to Katie
- Location of hospitals/medical facilities in resort
- Medication/syringes
- Packing sufficient food and other essentials in case of delay
- Suitable hire car to accomodate a wheelchair etc.
- Disabled access to beach (wooden path on beach – not common years ago)
- Restaurants with disabled access/toilets
- Private pool (safe, accessible swimming – Katie’s favourite activity)
- Privacy to avoid feeling awkward around ‘normal’ families
- Safety in numbers/plenty of helping hands.

We have many happy memories of family holidays abroad with Katie during her short life and this is of great comfort to us. We all learned a great deal about the challenges involved in taking a disabled child abroad, something that would never have occurred to us previously.
The importance of family
Shiv Daddar, legal associate, London

Each year in August, a number of Hindus, Sikhs, Buddhists and Jains around the world celebrate the festival of Raksha Bandhan. The festival marks the love, bond and duty that grows between brothers and sisters, or other relationships akin to this.

The name of the festival corresponds to the rituals performed on the day. Raksha means protection, whilst Bandhan refers to emotional ties. During the festival, sisters prepare or buy bracelets made of woven colored threads and tie them around their brothers’ wrists. At the same time, they pray for their brothers’ health, prosperity, success and good fortune. In return, brothers promise to honor their duty to protect their sisters from harm, thanking them for the blessings their sisters give them with gifts or money. Families make every effort to celebrate together on this day.

I always look forward to this festival. Whilst I don’t have any biological sisters, I have a number of ‘cousin sisters’ with whom I am as close I am with my biological brothers. Part of the reason behind this is the cultural and religious importance we attach to this special bond. It’s always nice to dress up, get together and enjoy the day (and the food!) and to celebrate the importance of our families.

Global Inclusion Week

We staged more than 50 events and activities across 35 of our offices around the world in September 2016 as celebration of the various perspectives, experiences, ways of life and cultures that our employees bring to Norton Rose Fulbright. This was our third and most significant Global Inclusion Week program.

Events and activities included:

- Women in Finance Asia, a client event in Hong Kong
- A roundtable discussion in Tokyo on strategies for maintaining careers and well-being
- A multicultural lunch in Hong Kong for which everyone had the opportunity to bring in a traditional dish from their own culture, or one discovered while travelling
- Chinese-inspired drinks and food in Brisbane, to celebrate the culture of a close neighbor
- Presentations in Calgary and Montréal to explore how developing cultural competency is essential in today’s rapidly changing business world
- A world map pin-board in Caracas and Bogotá for colleagues to pinpoint their cultural heritage
- An inspirational talk in London by Paralympian Karen Darke about how she overcame physical and mental difficulties resulting from a life-changing accident
- A workshop in Houston on ‘covering’ – the way in which people cover personal dimensions (appearance, affiliation, advocacy, association) to blend into their organization
- A gala launch in Dubai of Ta’Theer – a new Middle East initiative to educate people about gender parity in the workplace and encourage acceptance
- Braais in our Johannesburg and Durban offices in celebration of Heritage Day
- A fayre in London to introduce the office’s eight employee resources group champions
(Wo)men’s work

*Alexandra Howe, foreign legal advisor, New York*

I moved to France in 2012 with my husband Andrew to work in our Paris banking team. Andrew gave up his job in London and reinvented himself as a house-husband and writer.

Some people find this strange. They ask what he does with his time now that he is not ‘working’. I wonder whether, if the situation were reversed, I would be questioned in the same way. I think that I wouldn’t. I think people would not find it at all strange that, as a woman, I would choose to do ‘women’s work’.

The first time I completed our family tax return in France, I put myself as ‘Déclarant 1’ and Andrew as ‘Déclarant 2’. Afterwards, a French accountant told me that this was not the right way to do it, the man should always come first. And when the tax calculation came through, I found that they had corrected my ‘mistake’. Their letter was addressed to M. Andrew Doe, with a demand for payment from him of tax on the income that I had earned. Moreover, being unable to reconcile the fact that we are married with the fact that I have a different (maiden) name from my husband, they helpfully renamed me Mrs Doe.

In a sense, this really doesn’t matter, and in a sense it really does. It’s just a small example of one of the casual, everyday ways in which I am reminded – despite the fact I am ostensibly living in an enlightened, free society – that, being a woman, I am expected to play a certain role and my husband, being a man, is expected to play another.

No one has ever stopped us from living the way we want to live our lives, but we have to explain, and justify, why we are casting ourselves against our types. And I can’t help feeling that no-one, of whatever gender or sexuality or race or colour or belief, should have to do that.

The mental health stigma

*Manuela Sforza, diversity and inclusion advisor, London*

Mental health is a tricky conversation at the best of times, particularly at work. One in six workers are affected by conditions like anxiety and depression, but many struggle without help, too afraid to talk about their condition. I am testament to the fact that with the right support, mental health issues don’t need to present a hurdle to people playing a vital role in the workplace.

I started experiencing anxiety and panic attacks from six years of age, but it wasn't until I stumbled across an article about it as a teenager that I began to make sense of it. The realization that there was a name for my overwhelming feelings came as a huge relief. But this was short-lived.

Some big life events in my early twenties triggered what I now recognize as an anxiety disorder. I became very withdrawn in my second year at university and couldn't bring myself to explain it to my friends for fear of making my feelings more real and serious. Too ashamed to have it exposed in black and white on my medical records, I sought help through counselling and alternative therapies such as hypnotherapy. I managed to lead a ‘normal’ life again, functioning perfectly well in most situations. But mine was a long and painful journey, during which I refused medication, fearful of the stigma that is often attached to mental health issues.
I learned how to manage my feelings, but big life events happen and they can trigger mental health conditions. When my husband died suddenly three years ago, I became a nervous wreck again. I knew I needed time to deal with my grief, but when my doctor signed me off work with ‘bereavement depression’, I was horrified and asked her to change her diagnosis. My worry again was that little word that begins with an s: stigma. It was only when my doctor pointed out that depression is a natural reaction to bereavement that I accepted it as valid, not a weakness.

After more counselling I am emotionally stronger and in a pretty good place most of the time. I am more self-aware than ever and accept my vulnerability as much as my resilience. Most importantly, I know what triggers my anxiety and I know what my stress threshold is. Big dates like birthdays and anniversaries will drag me down a bit but I will ask to work from home on those days and being open with my manager really helps. I have learnt when to ask for help and I no longer feel ashamed of it. I am a stronger person in so many ways, although it doesn't often feel that way.

I took time off work to rebuild my strength and give my bereaved daughter the attention she needed. Have I let down my employer? I would say categorically no. I have never had performance issues and, if I did, I believe I would receive the support required to overcome them and perform to the best of my abilities. Mental health should be treated in the same way as physical health. If you are ill, you take time off to get better. Ignoring it will only make it worse in the long run. And by being open, my employer gets the best from me because I am able to bring my whole self to work.
Banter

Banter: a word that no millennial can escape. But what does it actually mean? It is a word so often used (by its perpetrators at least) as a synonym for ‘humor’ or as justification for a put-down joke, that we’ve lost sight of the underlying acts the word glosses over. There is nothing funny about behavior which is sexist, misogynistic, homophobic, or racist. Using ‘banter’ to legitimize such behavior is laughable in its own right. One of the truest definitions of ‘banter’ I could find is ‘conversation that is witty and at the same time abusive’. Let’s be clear: there is nothing witty about abuse.

Humor is to be encouraged, but people should be aware of, and act receptively to, the sometimes fragile sensibilities of those around them. Calling something ‘banter’ is not a remedy for inappropriate behavior. Such behavior is of marked importance in a workplace, not least because of the risk to one’s own professional reputation, but also because colleagues deserve to feel comfortable and accepted for who they are.

I have personally suffered several instances of ‘ganter’ (gay banter). Most of the time it’s funny and I can crack a smile, but sometimes it can cross a line. It can often make you feel acutely aware of how you are unquestionably and unchangeably different.

Campaigns like Stonewall’s ‘No Bystanders’, which we support as a practice in London, are so important. The systematic removal of workplace banter that belittles and upsets people can only be achieved if employees have the ability to call out ‘bad banter’.

So, next time you crack a joke at someone else’s expense, or see someone else doing the same, try not to just hear it. Stop it.
**Unconscious bias**

We recognize that unconscious bias pervades the workplace. Many studies demonstrate that we make multiple assumptions without being conscious of doing so, and this has a direct impact on who is recruited, retained and promoted within any organization. To combat this, we run a global inclusive leadership program across our offices worldwide.

**Global Diversity and Inclusion Advisory Council sets 2020 targets**

We work hard to create gender diversity at all levels of our business. Our Global Diversity and Inclusion Advisory Council (GDIAC) recommends achievable targets to drive a more gender-representative partnership and to encourage accountability within practice groups to achieve them.

Our Global Executive Committee and Global Board have set a target for female partners to constitute 30 percent of both our partnership and our management boards by 2020.

**Women in leadership at Norton Rose Fulbright**

![Image of people with percentages labeled]

- **25%** Female partners globally
- **32%** Women on Global Executive Committee

As at May 1, 2017

GDIAC also recommended that an annual review of the spread of appraisal grades and promotions should be conducted in order to monitor gender neutrality, as well as a review of pay differentials for partners (including equity partners) and associate levels.

**GDIAC’s aims**

- to unify our diversity and inclusion efforts under a single strategy
- to set global standards and establish best practice
- to encourage each region to develop accountability by establishing measurement and reporting mechanisms.

**GDIAC’s global remit within our firm**

- gender equality
- fostering diverse cultural, racial and ethnic backgrounds
- inclusion of people from disadvantaged socio-economic backgrounds
- acceptance of circumstances for those with carer responsibilities and for those who work flexibly
- inclusion of lesbian, gay, bisexual, transgender and intersex (LGBTI) people
- equal treatment of people who have a disability.
Gender equality

Nurturing high performance
As part of our drive to pursue and retain the best talent, we run a modular development program for high-performing female lawyers, the first of its kind in the legal sector. We have run the program for our women in Australia, Europe, the Middle East, Asia and have recently launched in the US.

Each region works to deliver on our commitment to diversity, particularly in offices or teams where women are significantly under-represented.

Global percentage of female partners as of May 1, 2017

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<tr>
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<th>2016 %</th>
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<tbody>
<tr>
<td>Australia</td>
<td>28%</td>
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<tr>
<td>Canada</td>
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<td>EMEA</td>
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<td>South Africa</td>
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<td>US</td>
<td>20%</td>
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International Women’s Day
Our women’s networks in our offices around the world host events throughout the year in order to provide learning, development and networking opportunities to all our people. This provides a visible forum where issues affecting women (in law and across our clients’ industries) can be discussed freely.

For International Women’s Day, our networks organized a range of activities aligned to this year’s theme of Pledge for Parity, encouraging us all to take concrete steps towards achieving gender parity within our firm more quickly.

Promoting empowerment of girls and women as agents of economic and social change
We are proud to be one of the founding partners of G(irls)20, an initiative which promotes the empowerment of girls and women as agents of economic and social change. Each year, the G(irls)20 Summit sets out to design solutions to global economic challenges. The 'G(irls)' selected as delegates from each G20 country – plus a representative from the European and African Unions, Afghanistan, Pakistan and the MENA region – develop and present a communique to the G20 leaders, ministers of industry, health, innovation, economic development and foreign affairs, and ambassadors. The G(irls)20’s mission is to increase the number of women in work at all levels around the world.

In 2016, the seventh summit, took place in Beijing. Our Global Head of Learning and Development Carolann Edwards delivered leadership training to the delegates and gave a keynote speech about the future of jobs and talent. Sally Macindoe, our global head of diversity and inclusion and chair of GDIAC, moderated a panel called ‘Securing a fair share in growth sectors’.
Race and cultural diversity

In South Africa, our broad-based black economic empowerment (B-BBEE) strategies and activities are wide-ranging and include employment equality, skills development, procurement from black suppliers, enterprise development and social economic development.

BEE-Matrix, an agency recognized by the South African National Accreditation System, has rated us a Level 2 broad-based black economic empowerment (B-BBEE) contributor in recognition of our work in this area. The ranking means that our clients are able to include a percentage of their expenditure with us as preferential procurement in their own B-BBEE assessments.

We will use the progress we have made with B-BBEE, to date, to develop our long-term strategy to further promote sustainable broad-based empowerment and transformation. This achievement is particularly gratifying as we have identified transformation as one of our strategic objectives.

Building Asian capability

In Australia, building a linguistically and culturally diverse workforce is one of the cornerstones of our diversity and inclusion strategy. Our Australian offices are focusing on building our Asian talent pipeline, given their proximity to Asia.

We sponsored a study conducted by Diversity Council Australia called Leading in the Asian Century, which provides a model for measuring ‘Asia capability’ within organizations. This issue is now seen as a strategic priority for business success in the region.

What Black History Month means to me

Shirley-Ann Hunte, partnership office manager, London

In the UK, Black History Month is typically a month of remembrance, honoring those who sacrificed and suffered for the sake of racial equality and allows us to pause and remember their stories, so we can commemorate their achievements. It’s about bringing awareness of this rich culture to all people, irrespective of color or creed.

Black History Month at its best encompasses joy, activism and representation. It’s a time to celebrate the arts, literature and business achievements of people of color. It’s about doing actual work that will make the world better for those coming behind us. It’s about radical self-love for ourselves and our people. Black History Month should challenge us to immerse ourselves in the richness of black culture.

We are more than a people who come from slavery. We have more than one great hero. We have been visionaries, scientists, astronauts, inventors and everything else under the sun. That history is for everyone to know.

It’s about recognizing the sacrifices which people of color have made to make this world a better place, and, more particularly, this place that we call home. It is most certainly more than just a month and should be embraced for the rest of the year and beyond.

The world and people’s perceptions will change only when they are no longer ignorant, or plead ignorance.
Does one person’s flexibility create another’s burden?

*By Jane Park-Weir, London*

We’ve all been there... At 5.00pm with four hours of work still to do, one of our colleagues with a capped hour arrangement has to leave... On a Thursday afternoon, a client demands a meeting on Friday but another colleague ‘doesn’t work’ that day... Who’s left to complete the work / run the meeting / deal with the aftermath?

Client demands for time and attention can’t be confined to specific hours or days, so if one team member isn’t there, the rest may have to work harder ‘to pick up the slack’. Is that fair?

The apparent absence of one team member may seem unjust in the moment, but it’s only fair to consider flexible working in light of the long-term benefit to clients and firm alike. We work in teams, and the best are both diverse and adaptable in response to client needs.

Clients come first but the days when leaving your desk meant leaving behind work responsibilities until you could be reached by telegram, landline or carrier pigeon are long gone. Gone, also, should be the days when we support ‘presentee-ism’ – being at your desk 24/7 ‘just in case’.

Management has a key role in setting realistic client deadlines and supporting the team, whatever its composition. So long as the job gets done to deadline, it often makes no difference where it is done or when. Many clients are none the wiser that a key member of the team works flexibly – and if they are, most now endorse and applaud a culture (usually reflective of their own) which accommodates flexibility while producing a top-quality product.

Like everyone else in the team, those who work flexibly don’t just down tools when their office time is up. I cannot think of one person I know with a flexible working arrangement who does not work on days when they are supposed to be off (whether weekday or weekend), or log in after hours, or come in when they are officially entitled to stay at home.

I know, because I have worked flexibly and successfully one day at home per week for the past four years. Having recently returned from maternity leave, I work a four-day week with my day off devoted to learning to tame two toddlers.

Flexibility, by its nature, works both ways and it is short-sighted to focus purely on the instant. That team member who now works three days per week used to be the one holding the fort on Friday evening when others weren’t around. And in the future, they may swap roles again.

Given the choice, it’s better to have the benefit of a flexible worker’s skill and experience on a flexible basis, than to lose them altogether to a competitor. For the team – and the firm – to be successful, flexible workers need our support and not our protest.
LGBTI

Showing Pride

Our global Pride network engages lesbian, gay, bisexual, transgender, intersex (LGBTI) and ally employees and partners across all of our offices. We currently have active chapters in the US, Australia, Canada, Hong Kong, Singapore, London and South Africa.

In 2016, all offices joined forces on a global ‘Showing Pride’ campaign featuring employees and partners from all over the world wearing or displaying rainbow shoelaces in order to mark their support for the network and for LGBTI inclusion.

For the second year in a row, we marked the International Day against Homophobia and Transphobia (IDAHOT) in May 2016, with each office organizing activities to raise awareness. In Canada, for example, we hosted Stonewall Riot veteran Martin Boyce and Stonewall historian Eric Marcus for a lunch event where attendees heard first-hand about what happened during the night of the Stonewall Riot. Globally, Pride members contributed a series of posts on issues faced by LGBTI people in the workplace as part of our Perspectives diversity and inclusion blog.

Our London office was ranked a Top 10 organization in the Stonewall Top 100 Employers list for LGBTI equality in the workplace in 2017, up from 22nd place a year previously. In Australia, we were named a Top 20 employer in the 2016 Australia Workplace Equality Index, and second in the legal category. In the US, we achieved a perfect score for the second year in a row in the Corporate Equality Index.

Marching for Pride

Many of our Pride chapters around the world participate in LGBTI parades, including Pride in London and Houston, Mardi Gras in Sydney and Pink Dot in Hong Kong and Singapore. In Calgary, we are the sole legal partner for the Pride Parade, in which a large group of partners and employees participated in 2016 to demonstrate their support for LGBTI rights and inclusion.

Pride’s objectives:

- to create a more inclusive and accepting environment for LGBTI individuals
- to engage allies of the LGBTI community
- to encourage the recruitment, retention and professional development of LGBTI talent
- to develop contacts with clients who are members of the LGBTI community
- to provide guidance to management on the development and implementation of LGBTI-inclusive policies
- to offer opportunities to participate in volunteering and pro bono initiatives which support the LGBTI community
- to create a dynamic LGBTI community across our global firm.
Simply by having an LGBTI and allies network shows the firm’s commitment to having an open culture where I don’t need to hide part of myself when I come to work each day. It is a great thing that companies say “it shouldn’t matter if you’re gay or not”. That’s the culture at Norton Rose Fulbright and by showing that support through initiatives driven by the Pride network, I feel empowered to have conversations, engage in education and break down barriers that allow me to be my best and most productive myself.

*Alex Cobon, learning and development advisor, and member of the Pride steering group in Sydney*
Resilience and well-being

*Mental Health First Aid*

Mental Health First Aid (MHFA) is an award-winning training program which teaches participants how to support someone suffering with a mental health crisis or who may be developing a mental illness. The program can assist through early intervention and it forms the foundation of our global approach to resilience and mental health.

Norton Rose Fulbright Australia is proud to hold the Mental Health First Aid Australia Workplace award as the first organization to roll out this training and appoint MHFA officers in 2013. Since then, we have trained more than 150 officers/responders worldwide.

In EMEA, we launched an internal Mental Health First Aid program on World Mental Health Day, which began on October 10, 2016. Following on from this, we have trained 23 officers in London, along with a further 10 volunteers. In Asia, 25 officers have been trained, with additional people trained in Paris, Amsterdam and Brussels in January 2017. We are planning further training in our Canadian offices, as well as in the US. We have trained six officers in South Africa, and in Australia, where the program was created, more than 70 staff are trained to offer support.

Our vision

Norton Rose Fulbright strives to cultivate a workplace where mental health problems are understood without stigma, where employee well-being is paramount and where both Norton Rose Fulbright and its people respond appropriately and effectively to mental health problems and challenges.

Our guiding principles

1. To support individuals in times of need and to educate them, leaders and team members to be self-aware and resilient with good mental health practices.
2. To examine and review our work environment and process to ensure we identify and address risks of psychological injury.
3. Focus our initiatives and services on early intervention through: education, self-awareness, understanding and connection to professional support.
4. Raise our capability in supporting and managing mental health issues in the workplace.
5. Raise awareness of access to appropriate professional support.
6. Eliminate the stigma of mental illness through education and understanding.
Case study – Australia
FY15/16 achievements

| Over 70 mental health first aid officers in Australia. | Implemented ‘wellness’ checks for staff. |
| Piloted staff masterclass ‘Understanding the importance of mental health.’ | Launched Australian Resilience, mental health and well-being Athena site. |
| Member of the Resilience@Law working group. | Implemented partner training ‘Resilience, mental health and well-being: the role of a partner.’ |
| Implemented Adaptive Mindset for Resiliency program. | Supported R U OK Day and partnered with R U OK Foundation to participate in the Australian legal industry’s ‘Look Deeper’ campaign. |

FY 16/17 priorities

| Continue to grow and develop our mental health first aid officer team. | Provide national ‘lunch and learn’ sessions on mental health and well-being ‘hot topics’. |
| Implement the staff masterclass ‘Understanding the importance of mental health.’ | Complete feasibility assessment for national suicide prevention awareness training. |
| Continue to implement Adaptive Mindset for Resiliency. | Completed a feasibility assessment into mindfulness training. |
| Complete an organizational review into risks to psychological injury across our business. | Continue to work with the Australian legal industry in tackling and addressing the prevalence and stigma of mental health issues. |
**Eat better, feel better, think better**

Each year, we run a global corporate challenge to engage colleagues in taking care of their physical and mental health.

This year, we rolled out The Re(Balance) program, a three-month nutrition and well-being program to help colleagues to adjust and maintain their work/life balance.

With that objective in mind, a professional wellness expert delivered a series of presentations and Q&A sessions exploring topics which are essential to achieving a healthy mind and body.

Our objective was to help people achieve at least one of the following:

- reduced stress levels
- improved sleep
- improved energy levels
- healthy eating options – even when busy
- healthy weight loss.

By making simple, practical changes such as everyday good food choices, and modifying lifestyle habits, the (Re)Balance program showed how small steps can make a big difference to our well-being.

**Family Matters**

We run a Family Matters network in some of our offices to provide support to those caring for families. We invite specialists to talk about subjects, including mindfulness, and how to support people suffering loss and bereavement. During the year, we also offered some one-to-one sessions on parenting.
Promoting social mobility
Case study

Building confidence
We know that finding a job in the legal services sector is, to some extent, determined by the life chances available to people when they are growing up and their belief in their own ability. Drawing on our understanding within our organization of wellbeing and resilience, we offer work experience and mentoring to young people from less privileged backgrounds, who might otherwise not have the opportunity to access a legal career.

Access
Priming young people for aspiration
We are founding members of PRIME – an alliance of law firms and legal departments across the UK which have committed to opening access to the legal profession to a broader spread of our population. We aim to offer work experience to young people from less privileged backgrounds, who might otherwise not have the opportunity to access a legal career, to boost their career opportunities.

Supported by the Law Societies of England and Wales, Northern Ireland, and Scotland, and The Sutton Trust, PRIME commits its member firms to providing high-quality work experience to successful applicants as a way of giving them an insight into the range of careers available in the legal profession, as well as the potential routes into those careers.

How law firms work
We have developed long-term links with schools such as Mossbourne Community Academy and City and Islington College since launching our first ‘Insight’ work experience program in September 2011. Students apply to join the program and we actively encourage both A* students and those who, given adequate support, could work at this level.

Students are given access to a mentor and they participate in a mix of skills development workshops, case studies and networking activities with a variety of teams. They are also given work experience. Themes covered in the Insight program include team working, networking, confidence and resilience, and a CV surgery session. The last day of the program focuses on planning and next steps: students are encouraged to write a summer development plan with some short-term objectives to complete over the summer. Since 2014, we have been collaborating with Bank of New York Mellon to deliver this program, helping students to gain a better understanding of how law firms work with their clients.

Inspiring students
We run a program, called Inspire, for one week each August, which aims to provide a combination of work experience, mentoring and workshops to Year 12/13 students. Students are chosen from organizations such as Pathways to Law and the Social Mobility Foundation. Workshops conducted focus on building confidence, self-awareness, presentation styles, team-working skills and planning for the future.

Because it is important to us to build long-term relationships with the students, we launched an alumni program so that students receive relevant news updates and, in turn, keep us updated on what they do. During their first year at university they are invited to an alumni event where we work more intensively with them on making applications for jobs and securing places at open days, as well as conducting mock interviews. To date, more than 100 students are actively engaged in the alumni program, and we are pleased to report that two of them have returned to the firm – one on a winter vacation scheme in 2016, and the other on a training contract starting in 2017.
Our business principles
Managing risk

Committed to excellence

Like our clients across all sectors, we face increasingly complex challenges in navigating an array of risks. This touches every person at Norton Rose Fulbright; any mistake could result in damage to the trust our clients put in us. We work hard, using a mix of procedures which cover professional, regulatory, business, economic, social and environmental measures, to ensure that our exposure to risk is reduced.

GPS

In 2014 we launched our Global Practice Standards (GPS). GPS helps to safeguard our business against a range of risks, including bribery and corruption, ethical conflicts, breach of economic sanctions, discrimination, money laundering, insider trading and share dealing, data privacy and cyber crime. Our personnel are made aware of our GPS policy through compulsory training. Compliance is monitored by our Global Head of Compliance and Global Audit Committee, and it is enforced by our Global Executive Committee.

Insider dealing/share dealing

The professional obligations we uphold as a global law firm in protecting our clients’ confidential information, and ensuring that it is not used for personal gain, apply to all personnel globally. Anyone wishing to buy, sell, authorize, advise or persuade others to buy or sell shares or other securities issued by a stock exchange-listed company, must first seek approval from our global compliance team.

External appointments

External appointments for everything from company board members to school governorships must be approved through relevant internal channels in each of our offices, in order to avoid problems such as conflicts of interest and loss of legal privilege.

Bribery and corrupt activity

We do not countenance corrupt activity in any form, whether it stems from our personnel or third party providers and clients, and regardless of whether someone is being bribed, or offering a bribe. We have drawn up regional policies to protect anyone who reports an actual or suspected instance of bribery or corruption from discrimination or retaliation.

Discrimination

All regions have established systems for reporting complaints about discrimination which provide protections for both complainants and victims of false accusation.

Economic sanctions

We ensure that our people do not accept any instruction which would result in our business breaching sanctions, or any instruction that may result in our being liable because we encouraged or assisted a client to breach sanctions.

Money laundering

We maintain, on an on-going basis, effective anti-money laundering policies which fully comply with the due diligence requirements in each jurisdiction in which we practice. These policies are used to screen clients, to identify for whom we are acting, who ultimately benefits from our advice, and who is paying us. Records are kept of all transaction data obtained for the purpose of identification for at least five years.

Cyber security

Our cyber security policy applies worldwide to protect the confidentiality of the data we hold, both our own and that of our clients. Like any global business we are constantly at threat from hackers, social engineering and data leakage.
Business ethics

We are committed to maintaining the highest possible ethical standards in all areas of our firm. We have in place robust policies and processes to ensure that we follow and comply with all laws and professional codes of conduct applicable to us worldwide, and we work hard to embed an ethical culture within and among our people.

Our ethical principles are enshrined in our employment contracts and reinforced through regular training. We are exacting in our requirements of third parties with whom we do business. Our policies apply to all our people, regardless of role, in all our offices. We train our managers to ensure that they understand our business ethics and can communicate them effectively to their team members.

Our business principles of quality, unity and integrity guide our behavior worldwide; they describe the way we work and what we stand for. We adhere to the highest professional standards in our dealings with clients. We uphold rigorously our professional obligation as lawyers to keep all our clients’ information and dealings confidential. We are mindful of our clients’ expectations and we are careful to ensure that mandates which we accept pose no risk of improper behavior or any breach of relevant laws.

We take our reputation seriously. Our processes are overseen by our compliance teams who promulgate policies and conduct the necessary checks when new business is accepted, and monitor our subsequent handling of it.

To maintain the highest ethical standards worldwide, we have created effective procedures to detect any instance of misconduct or wrong-doing and to protect those who report them. We have implemented policies which encourage our people to report suspected wrong-doing as soon as possible, to provide a means whereby concerns can be raised, and to ensure that all employees can be confident that their concerns will be treated seriously, and in confidence.

Like our clients across all sectors, we face increasingly complex challenges in navigating risk.
Norton Rose Fulbright

Norton Rose Fulbright is a global law firm. We provide the world’s preeminent corporations and financial institutions with a full business law service. We have more than 3500 lawyers and other legal staff based in more than 50 cities across Europe, the United States, Canada, Latin America, Asia, Australia, Africa, the Middle East and Central Asia.

Norton Rose Fulbright will combine with Chadbourne & Parke, a leading international law firm, during the second quarter of 2017. Norton Rose Fulbright’s expanded practice will have more than 1000 lawyers in the US and 4000 lawyers worldwide.

Recognized for our industry focus, we are strong across all the key industry sectors: financial institutions; energy; infrastructure, mining and commodities; transport; technology and innovation; and life sciences and healthcare.

Wherever we are, we operate in accordance with our global business principles of quality, unity and integrity. We aim to provide the highest possible standard of legal service in each of our offices and to maintain that level of quality at every point of contact.

More than 50 locations, including Houston, New York, London, Toronto, Hong Kong, Singapore, Sydney, Johannesburg, Dubai.

Attorney advertising

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