We must be a world-class business, profitable, ambitious, cooperative and considerate, supporting our clients and people through our principles of Quality, Unity and Integrity.

Peter Martyr
Global chief executive
Norton Rose Fulbright
Our business principles guide our behavior worldwide and help to ensure that we operate to the highest standards. They describe the way we work and what we stand for.

**Quality**
- Clients come first
- Consistently high-quality legal services
- Industry experts
- Commercial and pragmatic approach
- Innovative solutions
- Best people

**Unity**
- Team culture
- United, global perspective
- Value our culture

**Integrity**
- Value our people
- Highest professional, ethical and business standards
- Trustworthy, open and fair
We are a global law firm. We provide the world’s preeminent corporations and financial institutions with a full business law service.

We have

7000+ people worldwide

1100+ partners
75% men, 25% women (approximately)

3700+ lawyers
and other legal staff

Diversity and inclusion
We have a strong commitment to diversity and inclusion. We aim to be an employer of choice worldwide by valuing difference, promoting a culture of respect for each individual, and encouraging workforce diversity in all aspects and at all levels.
Clients

We aim to deliver the highest standards of legal services to our clients across our global business. For us, achieving this is not just a matter of technical capability; it is also about knowing the detail of our clients’ businesses and understanding what drives their industries and markets. Our clients have high expectations of us. To meet these expectations, we recruit the best people and work hard to develop them to perform to the highest level. Selected clients include:

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<th>AIG</th>
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<td>AT&amp;T</td>
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<td>Bombardier</td>
<td>International Finance Corporation</td>
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<td>Mitsui &amp; Co Ltd</td>
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Law360 top 5 global law firm
Portfolio Media Inc 2019

Top 25 law firm
BTI’s peak performing law firm list 2013–2019

Top 10 global elite brand leader
Acritas Sharp Legal, Global Elite Brand Index 2015-2019

Legal advisor of the year – North America
IJGlobal awards 2019

“Consistently high standards across international offices.”
Chambers Global 2019

European law firm of the year – transactions
Global Capital’s Global Derivatives awards 2019

Shipping law firm of the year
Asia Legal Business awards 2019

Winner – New products and services
FT Innovation Lawyers awards North America, 2019 (NT Analyzer)

Top 100 employer
Stonewall Workplace Equality Index 2014-2019

Most innovative technology initiative (N-Accelerate)
The Lawyer European awards 2019

Top 50 employers for women
The Times 2017-2019

Employer of choice for gender equality
Workplace gender equality agency citation, Australia, 2014-2019

Gender Parity Certification – Platinum
Women in Governance 2019
We are recognized for our industry focus and are strong across all our key industry sectors globally. We encourage all our people to participate in our industry groups and International Business Groups (IBGs); these provide easy routes to generate business and make connections.

**Financial institutions**
1100+ lawyers globally
IBGs: Private wealth; Banks; Funds; Insurance; Private equity.

**Energy**
950 lawyers globally
IBGs: Power and utilities; Renewables; oil and gas.

**Transport**
400+ lawyers globally
IBGs: Aviation; Rail; Shipping.

**Infrastructure, mining and commodities**
1100+ lawyers globally
IBGs: Infrastructure; Mining; Commodities; Food and agribusiness; Real estate.

**Technology and innovation**
500+ lawyers globally
IBGs: Communications, media and entertainment; Consumer markets; Technology.

**Life sciences and healthcare**
400+ lawyers globally
IBGs: Pharmaceuticals and life sciences; Healthcare services.

(approximate numbers)
Risk advisory

We use our in-depth knowledge of the legal and regulatory landscape to help our clients manage the increasingly complex challenges associated with managing risk globally, minimizing it with robust governance and compliance strategies.

Our risk advisory service includes:

- Business transformation, including artificial intelligence, blockchain, cryptocurrency, the internet of things and protecting data and intellectual property assets
- Climate change and sustainability, including ESG
- Crisis management
- Data protection, privacy and cybersecurity
- Regulatory
- Risk consulting
- White-collar crime and government enforcement

All of these areas are of importance and concern to our clients and present opportunities across jurisdictions, industry sectors and practice areas.
Global platform
We are active in the world’s principal business, financial and regulatory centers and in emerging and growth markets in Africa, Asia and Latin America. We have 50+ offices worldwide.

In Europe
1000+ lawyers and other legal staff in Amsterdam, Athens, Brussels, Frankfurt, Hamburg, Istanbul, London, Luxembourg, Milan, Monaco, Moscow, Munich, Paris, Piraeus and Warsaw. We are also active in other European markets including the Nordic region, Spain and Israel.

In Latin America
30+ lawyers and other legal staff in Mexico City and São Paulo. We are also active in other Latin American growth markets including Argentina, Chile and Peru.

In the US
850+ lawyers and other legal staff in Austin, Dallas, Denver, Houston, Los Angeles, Minneapolis, New York, San Antonio, San Francisco, St Louis and Washington, DC.

In Canada
800+ lawyers and other legal staff in Calgary, Montréal, Ottawa, Québec, Toronto and Vancouver.
In Asia
800+ lawyers and other legal staff in Bangkok, Beijing, Hong Kong, Jakarta, Shanghai, Singapore and Tokyo. We are also active in other jurisdictions in Asia, including Myanmar, South Korea and Vietnam.

In Africa
200+ lawyers and other legal staff in Cape Town, Casablanca, Dar es Salaam, Durban, Johannesburg, and alliances with leading law firms in Burundi, Kenya, Uganda, and Zimbabwe. We are also active in Africa’s growth markets, including the Democratic Republic of Congo, Mozambique and Nigeria.

In Australia
500+ lawyers and other legal staff in Brisbane, Canberra, Melbourne, Perth and Sydney. Our Australian practice also manages our offices in Jakarta and in Port Moresby in Papua New Guinea.

In the Middle East
40+ lawyers and other legal staff active across the region including in Dubai and Saudi Arabia.
Corporate, M&A and securities
1400+ lawyers advising market-leading corporations and financial institutions on complex multi-jurisdictional transactions in developed and emerging markets.

Banking and finance
800+ lawyers and one of the longest histories of any legal practice in advising major banks, finance providers, export credit agencies, corporate and sovereign entities and others.

Bankruptcy, financial restructuring and insolvency
240+ lawyers active in all areas of financial restructuring and insolvency from multi-national mega-cases to significant regional businesses, and with a strong track record in achieving successful outcomes in bankruptcy proceedings globally.

Dispute resolution and litigation
1200+ lawyers and one of the world’s largest dispute resolution and litigation practices, handling multi-jurisdictional mandates and international arbitration across all industry sectors.
— our practice groups —

**Intellectual property**
Around **250 lawyers**, including patent and trade mark agents, who identify, protect and exploit intellectual property rights globally at all stages of the innovation lifecycle.

**Antitrust and competition**
Around **130 lawyers** advising on all antitrust aspects of international M&A deals, joint ventures and strategic alliances, including merger filings and multi-jurisdictional clearances.

**Real estate**
**200+ lawyers** acting on investments, large-scale development, urban regeneration, asset management and finance transactions across all real estate asset classes and industry sectors.

**Employment and labor**
**320 lawyers** advising on all areas of contentious and non-contentious employment and labor law, including employee benefits, large global share plans and tax-efficient schemes, and pensions.

**Tax**
**150+ lawyers** with significant international reach, assisting organizations of all sizes with tax planning, investigation and litigation across industries and jurisdictions.
Project 2020 Business Transformation Program
Our 2020 business transformation program is a far-reaching and ambitious plan to modernize our global business. The program is based on the development of new, more efficient systems, processes and ways of working that we put in place. The strategy which underpins the program has been formulated from extensive research into our clients’ expected needs and our own ideas about how we as practitioners can manage the business of law more efficiently.

The key elements of our transformation program are:
Transforming the way we resource and provide legal services to our clients through our NRF Transform program.

A Global Practice Management System, which will deliver better global business information systems and processes to us and our clients.
Achieving **Business Process Efficiencies** through the use of standardized business processes and systems globally and the development of our Global Service Center.

The unification of our global knowledge management resources and talent through the **Institute**.

A global **Digital Strategy** which will enable us to transform our digital offering and presence – both internally and externally.

An empowered **Mobile Workforce**, able to work from any location at any time with modern and secure technology.
Commitment to corporate responsibility
We use our skills and knowledge where we can make a difference, whether for our clients or for the wider communities in which we operate. We focus on:

Pro bono and volunteering
We have a well-established pro bono program through which our lawyers and clients use their legal knowledge to benefit the disadvantaged and those who otherwise lack access to the services we offer.

Sustainability
We recognize our responsibility to address environmental issues that jeopardize the earth's ecosystems and the future of our communities. We work on reducing our environmental footprint and on many pro bono projects in sustainability.

Charitable activities
Building Sustainable Communities is our charitable initiative for 2020 – to raise awareness of the need to improve our environmental sustainability – in our business, in our local communities and as individuals. Our teams worldwide are interpreting this theme in a way that resonates with their local sustainability focus. At a firm-wide level, our principal global volunteering activity is to work with our charitable partner ONF International (a subsidiary of French National Forest Office) to transform a section of forest near Paris.
— our management team —

**Peter Martyr**  
Global chief executive  
Norton Rose Fulbright

**Rob Otty**  
Global chief operating officer  
Norton Rose Fulbright

**Jeff Cody**  
Managing partner  
Norton Rose Fulbright US LLP

**Charles Hurdon**  
Managing partner  
Norton Rose Fulbright Canada LLP

**Martin Scott**  
Managing partner  
Norton Rose Fulbright LLP

**Wayne Spanner**  
Managing partner  
Norton Rose Fulbright Australia

**Marelise van der Westhuizen**  
Chief executive officer  
Norton Rose Fulbright South Africa Inc

**Andrew Robinson**  
Global chair  
Chair, Norton Rose Fulbright South Africa Inc

**Farmida Bi**  
Chair  
Norton Rose Fulbright LLP

**Chris McLeod**  
Chair  
Norton Rose Fulbright Australia

**George Scofield**  
Chair  
Norton Rose Fulbright LLP

**Walied Soliman**  
Chair  
Norton Rose Fulbright Canada LLP