

Responsible business report

EMEA | 2023



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Reflection on progress

Our commitment to being a responsible business is crucial to the way we demonstrate our global business principles – Quality, Unity and Integrity – values that define our culture, the way we do business and what we stand for. Our inaugural EMEA report demonstrates how responsible business underpins everything we do.

As I embark on my second three-year term as managing partner for Europe, Middle East and Asia (EMEA), it's great to reflect on both the progress that's been made and the plans we have to drive the responsible business agenda forward.

At Norton Rose Fulbright, we talk about responsible business in a way that positively impacts our people, the environment, our communities and our clients. We know this is a really important topic for our clients and we strive to be the firm “walking the talk” on these issues. In aligning with our clients' responsible business goals, we are proud to partner with over 100 charitable organisations, NGOs and local community groups to advance sustainable change, and I would like to take this opportunity to thank them for their collaboration.

I was first appointed in March 2020, at the beginning of the global pandemic which continues to have a lasting impact on our world. Since then, there have been more macro-socio economic challenges, including Russia's invasion of Ukraine, which led to a global humanitarian crisis. Working with our strategic charitable partner, Save the Children, and local organisations, our firm and people raised funds, provided shelter and pro bono advice, and transport of essential equipment to those in

need – it truly shows how we can use our platform and expertise to make a difference.

For me, an area I am particularly passionate about is social mobility. A recent report by the City of London's [Socio-Economic Diversity Taskforce](#), of which I was a member, found that the financial and professional services sector was not representative of the communities it serves, with those from non-professional backgrounds progressing 25 percent slower than their peers and only 36 percent of working class and intermediate employees progress to senior levels. These inequalities not only threaten the productivity and competitiveness of the sector, they also reinforce existing inequalities and limit opportunities for us to thrive.

The relationship between diverse teams and productivity is clear. Research shows diverse teams enrich businesses through the different experiences and perspectives brought by people of varied backgrounds.

We are committed to fostering an inclusive environment where everyone has access to the same opportunities, irrespective of their background, and everyone can bring their true selves to work.

I would like to thank our people and our clients for collaborating and dedicating their time and their skills, showing the value we can add by working together. Although we have made good progress, we have more work to do moving forward to ensure we are delivering on our responsible business strategy for both our clients and our people.



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We know this is a really important topic for our clients and we strive to be the firm “walking the talk” on these issues.



Peter Scott

Managing Partner, Europe, Middle East and Asia (EMEA)

Our culture

Building a firm for the future

Workplace culture is essential in how we operate and grow as a business. We continue to foster a team culture, uniting, collaborating and sharing knowledge across disciplines and markets to achieve the best results. In December 2022, we appointed Kate Evans as our first Chief People Officer, (CPO) for EMEA and recently have appointed Joanna Harris as Head of Inclusion and Culture.

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It's a very exciting time to join Norton Rose Fulbright. I look forward to supporting the firm to embed its ambitious strategy to develop our workplace culture. A culture that creates opportunities for our people to be their best. Where differences are celebrated and where the values of quality, unity and integrity are built into our everyday operations.”

Joanna Harris

Head of Inclusion and Culture, EMEA

While our firm has made great strides in embedding a culture of inclusion, we also recognise that there is much more to do. We are committed to continuing to develop our culture – preserving what is great about the firm and strengthening those areas that will support us in achieving our strategy. We plan to go forwards with courageous ambition:

- Maintaining our collegiate environment where people can bring their whole self to work
- Supporting our people to stretch and grow as they develop with us
- Placing our clients at the centre of everything we do

“

Our culture is key to our success as a business and during the last six months we have invested heavily in defining what makes Norton Rose Fulbright a unique place to work. We have consulted with over 1,000 of our people to ensure that everyone is included in the conversation, has a voice and is listened to. The resounding message that came back was Norton Rose Fulbright is a collegiate and warm place to work – a reputation that we are proud of.”

Kate Evans

Chief People Officer



Our responsible business approach

We believe that we have a responsibility to use our skills and knowledge to make a positive difference.

Whether it is for our clients, our people or for the wider communities in which we operate, we aim to help shape the future in a way that provides economic, ecological and social benefits for all. By working in collaboration with charitable organisations, NGOs, social enterprises and industry led groups we are able to focus on the critical issues facing our world today.

We support and have adopted the UN Sustainable Development Goals as our guiding principles, which you will see, referenced throughout this report. With the goals being the blueprint to achieve a better and more sustainable future for all, we focus on those where we can have the greatest impact.

Our responsible business work encompasses:

Business conduct

We act in a manner that conforms at all times to our business principles of Quality, Unity and Integrity and abide by applicable regulatory obligations and professional standards.

Sustainability

We recognise our responsibility to address environmental issues that jeopardise the earth's ecosystems and the future of our communities. We aim to integrate sustainability best practice into our decision-making and business activities and strive to be a net zero firm.

Pro bono

We provide legal support to vulnerable individuals, charities and social enterprises through advice, information, research and training. We work with a range of organisations and seek to maximise our impact through long-term partnerships.

Diversity, equity & inclusion

We put diversity, equity and inclusion at the heart of our decision-making and everything we do as a business.

Social impact

We dedicate our skills, time and resources through partnership with local organisations, charities and NGOs, to deliver positive outcomes to underrepresented groups, our environment and our communities.

Across these areas, our aim is to positively impact our people, the environment, our communities and our clients, and this report provides a snapshot of our work over the last year.



We support and have adopted the UN Sustainable Development Goals as our guiding principles

Business conduct

As a leading global law firm, we are expected to deliver the highest quality legal advice, provide excellent service and uphold standards of behaviour that maintain the utmost confidence in us as a firm.

To this end, our business principles of Quality, Unity and Integrity guide the behaviour of our people around the world. By conducting ourselves with professionalism, integrity and authenticity, we stay true to this commitment and maintain the trust placed in us by our clients, the market and our people.

Our team of industry experts understand our clients' businesses, industries, and markets, allowing us to develop innovative solutions for their legal and business needs. We approach our work with a commercial and pragmatic mind-set, advising clients on their business dealings and providing them with tailored solutions.

We take pride in our wide-ranging perspective, servicing industries and clients on a global basis, and preserving our culture, which we hold in high regard. We recruit only the best people, and we are committed to developing them to perform at the highest level. We value our people and we promote a culture of respect for the individual, delivering work that meets the highest professional, ethical, and business standards. We build long-term relationships with our clients and colleagues by being trustworthy, open and fair.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Risk management

We understand that no business is risk-free and we have procedures and risk management standards in place to ensure compliance with regulations and professional standards in all jurisdictions where we operate. Our Global Practice Standards (GPS) are designed to provide the framework to safeguard our business and our clients, ensuring that we behave in line with our business principles and enhance business resilience.

The GPS are enforced by our Global Executive Committee and apply to everyone at Norton Rose Fulbright, constituting good business practice and ethical personal and professional behaviour. Our commitment to managing risk appropriately and maintaining the highest standards of ethical conduct is a key component of our business objectives and value proposition to our clients, and compliance is monitored through our Global Head of Compliance and Global Audit Committee.

“

Our approach to risk management is proactive, with a focus on identifying and mitigating potential risks before they materialise. We have implemented robust policies and procedures, such as the GPS, that promote compliance with legal and ethical standards, as well as regular training and education programs for our partners and employees.”

Sarah Lucey

Partner; Chief Compliance Officer

Modern slavery and human rights

We are committed to preventing modern slavery and human trafficking in our operations and supply chain. We have a zero-tolerance approach to these issues and have implemented policies and procedures to ensure compliance with the Modern Slavery Act. We also work closely with our suppliers and clients to ensure that they share our values and commitment to ethical business practices. In addition, we provide training to our employees to raise awareness about modern slavery and how to identify and report it. See our most recent [UK Modern Slavery Act Statement](#).

“

As a law firm, we have a unique role to play in combatting modern slavery and promoting human rights, and we are committed to playing our part in creating a fairer and more just society.”

Louise Higginbottom

Partner; Chief Risk and Regulatory Officer, Europe, Middle East and Asia

Global Practice Standards

Bribery and corruption

We have a zero-tolerance policy towards bribery and corruption, and comply with all relevant laws and regulations to ensure that we do not engage in any corrupt or unethical behaviour. Our employees are trained to identify and prevent any actions that could be perceived as bribery or corruption.

Money laundering

As a regulated law firm, we are subject to strict anti-money laundering regulations. We have robust policies and procedures in place to identify and prevent money laundering activities, including client due diligence, ongoing monitoring, and reporting suspicious activity.

Economic sanctions

We have policies and procedures in place to ensure that we do not engage in any activities that could violate economic sanctions. We screen all of our clients and counterparties to mandates, to ensure compliance, and we engage in regular training to maintain awareness of sanctions risks. In response to the invasion of Ukraine, the firm published a statement ‘Norton Rose Fulbright to exit Russia’ in March 2022, which can be found [here](#).

Insider trading and share dealing

We have strict policies and procedures in place to prevent insider trading and stock and share dealing, which comply with applicable laws and regulations. Regular training is provided to our employees to ensure they are aware of their obligations, and we ask partners, employees and consultants to self-report their trading

activity so that we may identify any potential breaches of our policies.

External appointments

We recognise that our employees may hold external directorships or appointments that have the potential to create conflicts of interest or ethical dilemmas, and have policies and procedures in place to identify and manage these risks. Our partners, employees and consultants are required to disclose any such roles and obtain prior-approval from senior management, to ensure compliance with regulatory requirements and ethical standards.

Discrimination and whistleblowing

Diversity, equity and inclusion are critical to our success as a law firm and we are committed to creating a welcoming and inclusive workplace for everyone. We have strict policies and procedures in place to ensure that our employees do not engage in any form of discrimination, harassment, bullying, or victimisation. We also have established systems in place for reporting complaints about breaches of the firm’s policies which includes our anti-discrimination policy.

Cybersecurity

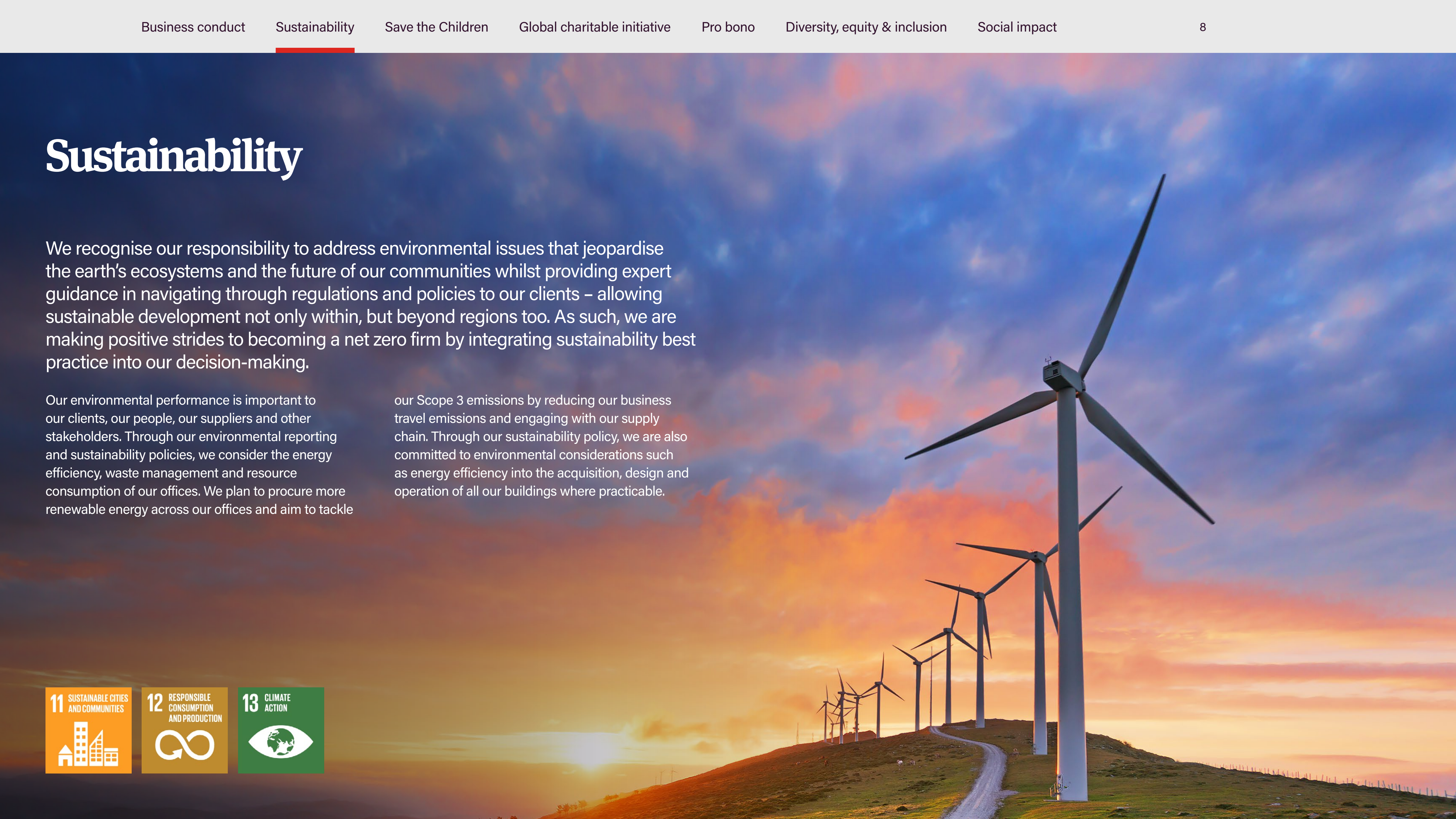
Due to the increasing threat of cyber-attacks to businesses, we are committed to protecting our clients’ and our own information. We have implemented robust cybersecurity measures, including network and endpoint protection, access controls, and regular testing and training, to ensure the confidentiality, integrity, and availability of our information.

Sustainability

We recognise our responsibility to address environmental issues that jeopardise the earth’s ecosystems and the future of our communities whilst providing expert guidance in navigating through regulations and policies to our clients – allowing sustainable development not only within, but beyond regions too. As such, we are making positive strides to becoming a net zero firm by integrating sustainability best practice into our decision-making.

Our environmental performance is important to our clients, our people, our suppliers and other stakeholders. Through our environmental reporting and sustainability policies, we consider the energy efficiency, waste management and resource consumption of our offices. We plan to procure more renewable energy across our offices and aim to tackle

our Scope 3 emissions by reducing our business travel emissions and engaging with our supply chain. Through our sustainability policy, we are also committed to environmental considerations such as energy efficiency into the acquisition, design and operation of all our buildings where practicable.



Highlights

Firm of the Year

Environment and Climate Firm of the Year at the Who's Who Legal Awards 2022

Highly Commended

in the ESG Programme of the Year at the Legal Business Awards

60%

of our electricity across EMEA is purchased on a 100% renewable energy green tariff

6

of our offices hold leading environmental certifications for their sustainable design, including:

LEED Platinum

Frankfurt

LEED Gold

Bangkok and Shanghai

BREEAM Excellent

Amsterdam and Brussels

BEAM Plus

Final Platinum rating in Hong Kong

“

The law and its application has a key role to play in providing a framework for the transition we all need to make to reduce harmful GHG emissions and lower the environmental impacts of our businesses and in our daily lives.”

Caroline May

Head of Sustainability, EMEA; Head of Environment, Health and Safety, EMEA; Partner



Embedding sustainability in our firm's DNA

In 2021, we appointed Caroline May as the firm's first Head of Sustainability, Europe, Middle East and Asia. Caroline has been an environment lawyer for more than 35 years and has worked on a number of precedent making cases. Alongside her work as a lawyer, Caroline is overseeing the implementation of the firm's action against climate change as Chair of the Sustainability Committee and Co-Head of ESG for the region.

Together with a multidisciplinary team combining skills across operations, facilities, procurement and social impact, we are integrating best practice into all of the firms' operational activities and decision-making across Europe, the Middle East and Asia.

Legal Sustainability Alliance

The firm are Executive members of the [Legal Sustainability Alliance](#), the leading sustainability network for the UK legal sector comprising the top 100 law firms who collaborate to share best practice, which is key in moving this dialogue forwards and meeting net zero goals. The firm collaborated with The Legal Sustainability Alliance in 2022 to demystify ESG jargon in a [video series](#). The London office also collaborated with The Chancery Lane Project (a pro bono legal initiative) to hold the firms' first ever Climate Change Hackathon. Over 100 colleagues from all areas of the business worked together to review the firms' precedents and explore new wordings to keep sustainability at the forefront of our standard

wordings to ensure our clients benefit from our market leading knowledge and insights. Initiatives such as this have been instrumental in helping to keep our firm at the forefront of political and legal developments in this area.

Law Society Working Group

Caroline is currently chairing the Law Society Working Group on climate change who have published [guidance](#), in 2023, for the solicitor's profession in England & Wales on how the climate change debate affects our professional duties to our clients and how we need to implement best practice into our work.

“The law and its application has a key role to play in providing a framework for the transition we all need to make to reduce harmful GHG emissions and lower the environmental impacts of our businesses and in our daily lives. As such, lawyers and their firms can be key drivers for change but we must put our words into actions to demonstrate and deliver on our intent”

In 2022, our firm won the Environment and Climate change team of the year at the Who's Who Legal Awards and were “Highly Commended” in the ESG programme of the year category at the 2022 Legal Business Awards.

The judges recognised our work in advising clients across all sectors on ESG risks and compliance measures, our partnership with global NGO Save the Children, and our drive to continue to improve sustainability in our own business.

Demonstrating our commitment

We complete the [Ecovadis](#) questionnaire annually in EMEA to ensure we are continually reviewing our internal procedures across the responsible business framework. Ecovadis is a universal sustainability ratings and intelligence solution aimed to help companies meet corporate sustainability goals. Our most recent EMEA submission received a gold star rating, showing progress, having received silver in 2021. This places us in the top 5% of companies completing the survey and we endeavour to maintain and improve on this score in future years.

Science-based targets

We have committed to set near-term and long-term emission reductions in line with science-based net zero with the Science Based Targets initiative ([SBTi](#)). This commitment covers carbon from our EMEA operations and includes Scope 1, 2 and 3 emissions, as defined by the Greenhouse Gas (GHG) Protocol. Currently, we are working on our submission and endeavour to submit our targets to the SBTi in 2023.

In 2022, we also joined the [UN Global Compact](#), a voluntary initiative where we have committed to operate in alignment with universal sustainability principles. We will complete our first Communication on Progress questionnaire in 2023.

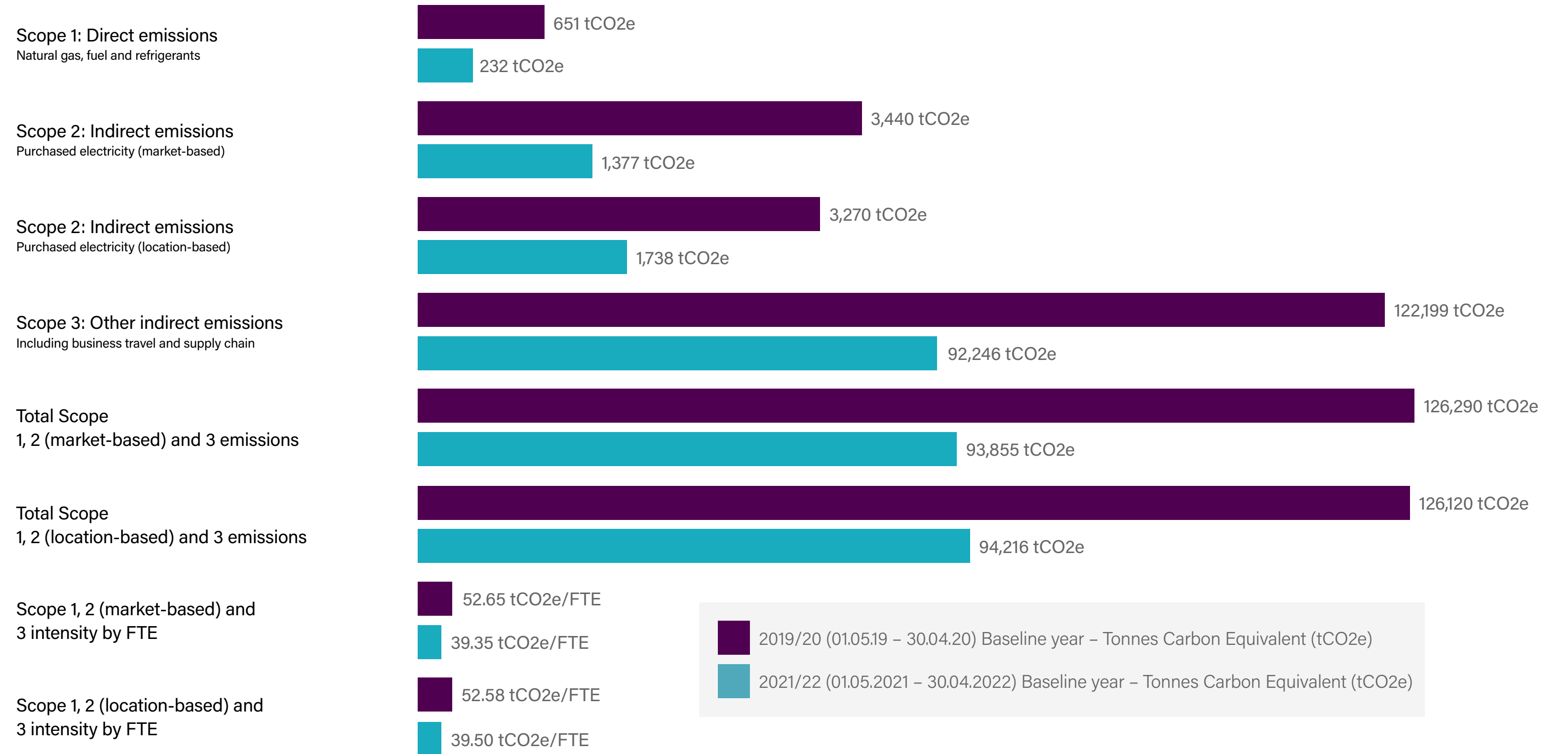


Carbon emissions for our EMEA operations

This graph shows carbon emissions for our EMEA operations*. The figures have been calculated using the GHG Protocol methodology, using both actual data and GHG Protocol recommended proxies where data is not available.

Our carbon emissions reduced in 2020 and 2021, largely as a result of COVID-19 induced travel reductions and an increase in home working. As expected, we have seen a rise in our emissions in 2022 as business returned to normal. Going forwards, we will reflect on the lessons of COVID-19 as we seek to minimise our impacts through continual improvement in our environmental performance.

* The figures in this graph are accurate as of April 2023. Figures are expected to change over time as we continue to improve data quality.



Key memberships and commitments





Sustainable workspaces in Amsterdam

In November 2022, we relocated to a renovated, smart and sustainable office space in the heart of Amsterdam. BREAAAM certified, powered by solar energy, and equipped with a green rooftop and gardens, 2Amsterdam has been designed with sustainability, innovation and wellbeing at its core, with considerations throughout to reduce the impact on the environment.

The office space compliments our flexible working model, with a variety of open and enclosed quiet and refined workspaces, client spaces, and an inviting vibrant Social Heart on the penthouse-style top floor.

Items from the old office were auctioned to raise funds in support of our 2022 Global Charitable Initiative. Around 100 items were auctioned and will be reused, reducing the amount of waste going to landfill. In total, €2300 was donated to Save the Children.

“

This office move demonstrates our commitment to embedding sustainability into our strategic firm decision-making and business activities. Embracing greener ways of working has not only reduced our carbon footprint; it has also had a positive impact on our people, creating a collaborative and inspiring working environment which connects people from across the office.



Richard Stainthorpe
Chief Operating Officer, Benelux

Reducing carbon in our supply chain

For many professional services firms, supply chains are often one of the biggest sources of carbon emissions, and we are no different. For us, around 98% of our emissions occur in our value chain.

These Scope 3 indirect emissions include purchased goods and services, business travel, waste and employee commuting. One of our main objectives for 2023 is to work closely with our key suppliers to access more data, to help us better understand their environmental and social impact. Engaging suppliers and making them a more inclusive part of our operations will enhance our understanding of supply chain emissions, and help identify opportunities to collaboratively drive sustainability targets.


Converting our paper footprint into trees


Data is key to driving the sustainability agenda. Working with PrintReleaf, through their partnership with Xerox, we are able to measure our footprint and calculate the number of trees impacted by our consumption. This data is used to reforest the equivalent number of trees at planting sites in geographic areas of need, and since our UK offices joined the scheme in September 2022, 116 trees have been planted.


Planting and protecting forests for tomorrow in Paris


In Paris, we have partnered with the French National Forests Office endowment Fund ([ONF-Agir pour la forêt](#)) since 2021, to help promote sustainable forestry management, fight climate change and preserve biodiversity.


Through our partnership we have contributed to the planting of new species across two big state-owned forests (Montmorency and Fausse-Repose). The main objectives of the projects are to:

- 

Improve the resilience of the forests against disease and climate change by introducing a mixture of species.
- 

Guarantee the safety of the public through the removal of diseased trees and maintenance of paths.
- 

Conserve the landscape for future generations through projects that fight climate change, preserve biodiversity and prevent natural hazards.
- 

Preserve the wood resource with regular maintenance and replanting, in order to allow for optimal growth. The trees will be used to produce high quality lumber.
- 

Preserve the biodiversity of the forests through conservation efforts.



Our strategic charitable partner: *Save the Children*

In 2021, we embarked on our first strategic charitable partnership with International Children's Charity [Save the Children](#). The three year partnership is delivered through three key pillars to address the most pressing and complex barriers to children's progress including challenges like COVID-19, the climate crisis and social injustice.

Alongside funding of specific programmes, we have committed flexible funding for Save the Children to use wherever the need is greatest and in 2022, have further supported major emergency campaigns responding to disasters across the globe including the impacts of the Ukraine conflict and devastating floods in Pakistan. To date, we have donated over \$500,000 to Save the Children.

The three key objectives of our partnership are:

- 1 **Delivery** – Responding to the most urgent areas of need children are facing.
- 2 **Employee engagement** – Leveraging the skills, experience and expertise of our partners and employees, on a volunteering and legal pro bono basis, to deliver complex projects to have impact for children.
- 3 **Communications** – Engaging our mutual networks and strengthening our convening power in order to amplify children's voices.

YEAR 1

Launching our partnership**Safe Back to School**

Established in 2021, Save the Children's Safe Back to School fund provided urgent funding to country programs and global initiatives, such as Catch-up Clubs, working to get children safely back to school. This was particularly important during the first year of our partnership to support children returning back to learning, following the COVID-19 pandemic. We became an inception partner for the Safe Back to School programme and supported the implementation of Catch-up Clubs in Myanmar.

Catch-up Clubs

Catch-up Clubs are a short-term intervention aiming to help address the learning losses from school closures and disruptions. They engage communities to support children's well-being, rebuild foundational literacy and numeracy skills, and tackle barriers to returning to education.

Impact

- 3,327 children participated in the Myanmar Catch-up Clubs.
- Initial impact evaluation findings indicate that 80% of children are now achieving the highest levels of literacy.
- Hand washing stations and PPE provided in the community.
- Literacy and numeracy resources provided to communities.

YEAR 2

Developing our partnership**The GREEN Project**

During the second year of our strategic partnership we worked with Save the Children's GREEN project in Cambodia as part of our Global Charitable Initiative (GCI). East Tonle Sap Lake is one of the most ecologically fragile areas of Cambodia, and the GREEN project was set up to support the 40,000 adults and children and 8,000 fishing households, whose livelihoods and future have been hugely impacted by climate change. Find about more about the GREEN project [here](#).

Impact

- Provided 441 learning material packages and materials to renovate 15 community pre-schools.
- Provided water treatment systems in two schools to improve water and hygiene facilities.
- Life-vest rings and life-jackets provided to 72 floating pre-schools and primary schools to protect children living on the lake.

“

Our partnership has gone from strength to strength. 2022 was an exciting and momentous year, bringing together the resources of Norton Rose Fulbright to support children and families facing the impacts of the climate crisis, as well as the firm providing significant legal pro bono support and through fundraising efforts of staff. Save the Children are delighted to work in collaboration with Norton Rose Fulbright and we are so grateful for their continued support, benefitting from their expertise and commitment to children. We are excited for the future of our partnership and the lasting impact we can achieve with and for children across the globe.”

Caroline Whately

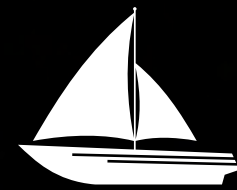
Director of Partnerships and Chair, Global Corporate Partnerships Group, Save the Children UK

Global Charitable Initiative

Legacy

Our global firm of nearly 7,000 people is based in Europe, Middle East and Asia, the United States, Canada, Australia and Africa. Since 2012, we have brought our people together for a Global Charitable Initiative (GCI) to focus on a specific area of need as part of our commitment to responsible business.

Each year, one of our regions takes the lead in choosing a theme and managing this effort globally. The region is asked to choose something that resonates with our people worldwide and encourages them to participate and take action. In 2022, our Europe, Middle East and Asia region took on the mantle to deliver the GCI: Building Sustainable Communities.



2012/13	2013/14	2015/16	2016/17	2018/19	2020*	2021	2022
Sail the World Challenge	BP MS 150	The Great Canadian Canoe Challenge	Challenge 67 – Menzi Children’s Home	The Global Food Challenge	Building Sustainable Communities	Fighting Racism and Championing Social Justice	Building Sustainable Communities
Beneficiary Jubilee Sailing Trust	Beneficiary Various MS charities	Beneficiary Special Olympics	Beneficiary Menzi Children’s Home	Beneficiary Food-related charities	Beneficiary ONF	Beneficiary Various charitable partners	Beneficiary Save the Children
Sponsor region EMEA	Sponsor region US	Sponsor region Canada	Sponsor region South Africa	Sponsor region Australia	Sponsor region EMEA	Sponsor region US	Sponsor region EMEA

*Our Building Sustainable Communities initiative to complete a forest restoration project in Paris in conjunction with ONF (a subsidiary of the French National Forest Office) was sadly derailed by COVID-19, but we continue to support this initiative and are focused on creating an enduring legacy.

Building sustainable communities

Led by our 2022 Global Chair, Farmida Bi, the theme of the GCI 2022: Building Sustainable Communities, aimed to address some of the urgent challenges raised during COP26 in 2021.

Building Sustainable Communities aimed to bring our people together under three pillars:



Making a global impact



Helping local communities



Focusing on our internal sustainability



Photo: Save the Children

Making a global impact: The GREEN Project

With COP26 in 2021 highlighting the urgency of taking action on climate change and the importance of finding solutions, and COP27 in 2022 continuing this focus on implementation, we based our 2022 GCI around taking action, including the need to support countries in adapting to the impacts of climate change and building resilience.

We did this through our partnership with Save the Children, and specifically through support of the GREEN Project in Cambodia. The population of Cambodia's East Tonle Sap Lake has been hugely impacted by climate change. Higher temperatures, drought, pollution, overfishing by commercial trawlers and environmental damage have led to a dramatic fall in the fish stocks that many people rely on to earn a living. Communities face challenges adapting and diversifying their livelihoods away from fishing to more sustainable options – such as ecotourism or recycling – due to a lack of support, services and availability of information.

Meanwhile, a lack of access to clean water, sanitation and waste facilities have led to environmental pollution, damage to local biodiversity and high rates of water-borne diseases, with young children particularly at risk. One in three children are also not in school because families can't afford it. Our donations and global fundraising completed the funding for the four-year GREEN Project being implemented by Save the Children Cambodia, in collaboration with communities and local authorities in the East Tonle Sap Lake region of Cambodia.

“

Children here have witnessed first-hand their schools destroyed by storms. Their water became too polluted to bathe in. Their family's primary source of food and income – fishing – was disrupted. They are taking matters into their own hands to call for a greener, fairer future. We want to thank Norton Rose Fulbright for their support, standing with the children and communities of East Tonle Sap Lake.

Mr Reaksmei Hong

Save the Children Country Director (Cambodia)



Watch the video to see the impact our efforts have made to the GREEN Project.

The GREEN Project is jointly funded by the European Union, and Norton Rose Fulbright.

The aims of the project included:



Providing clean drinking water and sanitation facilities using climate-intelligent technologies to keep children healthy;



Supporting families to diversify their incomes through green initiatives to reduce reliance on the fishing industry;



Giving children greater opportunity to go to school and learn by equipping and rebuilding classrooms, training teachers and providing safe travel;



Promoting green livelihood opportunities for young entrepreneurs and small businesses in the community; and



Providing access to training and piloting new green initiatives (for example in waste management).

Sreyvatey’s story

Sreyvatey, 14, – or Vatey for short – is a star pupil. “Vatey was selected as the president of the Students Council because she is an outstanding and hardworking student,” says her headteacher, Tan Vanhong.

She and her classmates have to travel to the floating school by boat. Now, as the weather on the lake becomes ever more extreme, Sreyvatey’s schooling – and her future – are at risk. The more frequent storms make the journey to school more dangerous, while the increasingly intense heat in the dry season makes it hard for children to concentrate.



Sreyvatey, 14, at her school on Tonle Sap Lake, Cambodia
Photo: Linh Pham / Save the Children

To protect children’s futures, the GREEN Project has installed solar-powered fans so Sreyvatey and her friends can keep cool while they’re learning. Storm damage has been repaired and classrooms decorated to make them a more inviting and creative environment for children to learn in.

Eco lessons have also been introduced to the curriculum, so children learn about climate change and the environment. Her newfound knowledge has inspired Sreyvatey to lead her classmates in their efforts to clean up a lake polluted by rubbish – and get her community to do the same.

“
When the weather changes drastically, when the sun is really hot, I cannot study.

Sreyvatey
Pupil

Supporting the initiative



#Do100

As part of the 2022 GCI, our people took part in a number of fundraising initiatives throughout the year, including the #Do100 challenge, which involved participating in an activity with a theme relating to the number 100 – the width at one time of the ever changing East Tonle Sap Lake. Additionally, a multi-regional group of lawyers and business services employees visited Cambodia’s East Tonle Sap Lake. These firm ambassadors engaged in skills sharing sessions and visited schools which had received new educational materials and equipment.



Photo exhibition

A photo exhibition was also displayed outside our office at More London where footfall is estimated to have been approximately 200,000 people per week. Photos and stories from children and communities living on Tonle Sap Lake were featured in a number of major media outlets including The Telegraph and The Guardian in the UK. Both activities raised awareness of the impact of the climate crisis on children and communities in Cambodia. A selection of these photos were also displayed in our offices across the globe to further raise awareness.

Helping local communities

We recognise the importance of acting directly to improve the environment in our local communities. In collaboration with local community groups, we partnered up to support projects with an inherent focus on sustainable development in our local areas.

Collectively, on Earth Day and World Environment Day we rolled up our sleeves and volunteered to support a number of projects themed around sustainable community development. Activities included:

- Improving water ecosystems with river clean ups in Tokyo and London to reduce the pollution of the Arakawa River and the River Lea;
- Tackling deforestation with the Office National Des Forêts, planting over 130 trees in the Rambouillet Forest in Paris;
- Reducing food waste and hunger with a cook out for over 260 vulnerable people in Jackson Park Informal Settlement in South Africa;
- Improving bio-diversity and awareness, sharing 1000 indigenous seedlings for employees to plant and spread awareness of First Nations people in Australia;
- Planting native plants in the pollinator garden at Gregory Lincoln education Centre in Houston;
- Maintaining green spaces, clearing years' worth of foliage to re-open public access in Newcastle with the Ouseburn Trust;
- Protecting habitats through olive tree adoption and bike path clearance in Tuscany and Milan
- Conserving nature reservations in London with Stave Hill Ecological Centre through building invertebrate survey points, creating stag beetle log walls, dredging streams, planting wildflowers and post and rail fencing in London; and
- Planting more than 300 trees in the Schmitt Forest in the Taunus, together with the legal department of our client MANN+HUMMEL. Our contribution was part of a wider reforestation project.



Focusing on internal sustainability

In 2022, we completed the first stage of a plan to track, manage and reduce our carbon emissions globally, as part of our commitment to taking direct action to support United Nations Sustainable Development Goal 13: Action on Climate Change.

We have established 2019 baseline emissions data in each of our regions for our key environmental impacts: waste generation; resource consumption, including energy use in our buildings; and business travel. The first stage of our plan was overseen and delivered by our Environmental Sustainability subcommittee, which reports to our Executive Management Committee.

We are now developing clear, specific and quantitative emissions objectives, together with a governance framework to manage progress towards our sustainability goals.

“

The GCI is a fantastic opportunity for everyone in the firm to come together and take practical action to address climate change – on a global scale through our support of Save the Children’s GREEN project in Cambodia, but also in our local communities and our everyday behaviour in our offices in each region.



Jeffrey Anderson
Projects Manager, Chair's Office,
EMEA

Global network

Hear from our teams around the world on their 2022 GCI participation



US

We supported our Global Charitable Initiative through direct engagement with Save the Children’s GREEN Project as well as resonating that call to action in our local communities. We made personal commitments to raise awareness about climate change in our own homes and supported community organizations by planting gardens and trees, helping with food donations and distributions, cleaning up trash and donating recyclable household items. The GCI brings into focus the impact we all have on the environment and how we can all work together to minimize that impact.



Susan Mercedes
Director, US Partnership Office



Canada

The GCI allows us to think about global problems and connect them with local issues. Climate change is one of those problems. By supporting Save the Children’s GREEN Project we were able to demonstrate how climate change is impacting communities far away. At the same time, through the GCI, we built a connection to our local communities. For World Environment Day, we invited an Indigenous rights activist, Sheila Watt-Cloutier to speak to our firm about the impacts of climate change in Canada’s northern communities. Sheila discussed how the melting ice in the Arctic impacts all of us. She also shared how Indigenous land-based practices can help with mitigation and adaptation, essentially building resilient communities.



Batool Nawab
Social Impact & Sustainability Senior Manager



Australia

In Australia our commitment to First Nations reconciliation was the lens for activities in support of the GCI. Our 2022 activation focussed on raising awareness of our connection to our country, by distributing native seedlings to all our people together with a story of the history and origins of their local bushland. In developed areas of Australia significant remnant vegetation is threatened, and losing this vegetation is also a cultural loss for Australia’s First Nations people. Planting 1000 seedlings helped to make a difference by supporting biodiversity and educating on the cultural significance of local plants. Diversifying our procurement spend to support First Nations businesses is also an important part of our reconciliation program.



Bronwyn Winley
Head of Social Impact & Sustainability



South Africa

We chose to partner with SA Harvest for our GCI volunteer opportunities because of the amazing work they do in communities around the country who experience food insecurity. It was our belief that we needed to address people’s basic needs in order to contribute to building sustainable communities.



Liesl Williams
Director, Co-Head of Social Impact team

Pro bono

Our approach

We know that as a law firm we have distinct skillsets and it is important that we use those skills to address global and local legal needs. We empower our staff to do so through our pro bono practice across a diverse range of settings and causes, where they can make a positive impact.

Any pro bono legal advice we offer is delivered with the same dedication and professionalism as fee-paying work. In recognition of this, we credit the time our lawyers record on these matters as if we were charging for this work.

We are pleased to share and celebrate some fantastic contributions from across our EMEA network in the past year. We know of course that there is still more that we can do. In the coming year, we will strive to grow our practice in order to meet the expectations of all our stakeholders, including most importantly, our own expectations.

“

Pro bono work is legal advice or representation provided free of charge by legal professionals, in the public interest. This can be to individuals, charities or community groups who cannot afford to pay for legal help and cannot get legal aid or any other means of funding.

Law Society of England & Wales

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Highlights

65%

Increase in pro bono hours in 2022 from 2021

Over 350

Paralegals, trainees, associates, counsel and partners contributed pro bono time in 2022 – approximately a quarter of our entire legal staff

100

Pro bono matters across EMEA

New leadership

Appointed our first Counsel, Head of Pro Bono for EMEA

Award winners

Legal Advisor – Pro bono
IJ Global ESG Awards, 2022

ESG/Green/SRI Law Firm of the Year
Islamic Finance News Awards, 2022

Demonstrating our commitment

In 2022, we signed the [Law Society's Pro Bono Charter](#). Signing the Charter reflects our commitment to access to justice being at the heart of the legal profession. Pro bono work, as one method of achieving this, is an integral part of the working lives of solicitors.

We are also members of the [UK Collaborative Plan for Pro Bono](#) which commits us to an aspirational target of 25 pro bono hours per lawyer per year in the UK. We are on the right course to meet that ambition, with our hours having increased year-on-year in the past three years. At the same time, membership of the Plan commits us to an ethos of shared responsibility across all Plan member firms, helping collectively maximise our pro bono impact.

We are also long-standing members and supporters of [PILnet](#), [LawWorks](#), [Advocates for International Development](#) and [Trustlaw](#), through which we seek to grow new partnerships and accept new mandates for the many organisations which these charities support. Our new recent partnership in Paris with [Alliance des Avocats pour les Droits de l'Homme](#), discussed below, evidences our growth desire to the practice still further in the years ahead.

In 2022, we appointed our first full-time Counsel and Head of Pro Bono to lead our EMEA pro bono practice. Andrew Barton joined after five years in the pro bono practice of another leading international firm. Andrew oversees and leads every aspect of our pro bono work in this region, including our client relationships, supervision of new matters and reporting and communicating on our efforts. His appointment and the creation of this role further demonstrates and strengthens our commitment to a vibrant pro bono practice across the region.

“

It has been a very exciting first year for me in this role. The firm's leadership have ambitious goals for our pro bono practice and colleagues across the business are already delivering amazing results for a diverse range of clients and causes. I look forward to working in the years ahead to make a difference for our clients. I also look forward to growing our reach with new partners and new opportunities for pro bono engagement.



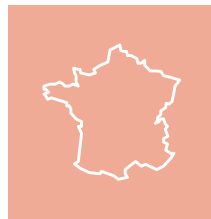
Andrew Barton

Counsel, Head of Pro Bono

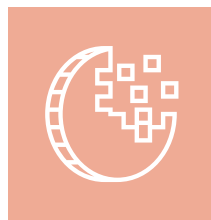
Supporting our strategic partner

We recorded over 1,000 hours of pro bono time on Save the Children UK mandates in 2022 and a further 500 hours in 2021, after our partnership was launched in June 2021.

Teams from across EMEA have advised Save the Children on:



Setting up an Association in France



Accepting donations in cryptocurrency



An intervention in a judicial review at the Court of Appeal

...and more than 20 further matters in the past 18 months of our partnership.

Enabling vital Islamic charitable donations

As part of our strategic partnership with Save the Children, we advised on the terms of their first Zakat fundraising policy. Zakat, the third pillar of Islam, requires Muslims to give a percentage of their qualifying wealth each year in aid of Zakat-eligible communities who need it for specific causes. The policy will allow Muslim philanthropists to give their Zakat and donate their Sadaqah in a Shariah compliant way, helping children to stay safe, healthy, and in education throughout the Muslim-majority countries in which Save the Children operates.

“

We were delighted to work with Norton Rose Fulbright on the development of our Zakat fundraising policy. In addition to their cross-border reach and technical advice, which were second to none, what made this collaboration particularly special was that we were able to draw upon their experience and deep connections in the Islamic finance space – expertise we simply couldn't have accessed without their support. This was key to the success of the project and we are immensely grateful for their partnership throughout.

Clare Adam

Deputy General Counsel, Save the Children

View from the other side: On secondment at Save the Children

What does pro bono look like in action? Hear from Dominica Cole, Associate and Pro Bono Secondee at Save the Children.

“I felt it was a fantastic opportunity aligned to my experience and values, so I chucked my hat in the ring when the opportunity came about. One high profile project we're involved in is an on-going inquiry looking into the decision-making of the UK Government during the pandemic, and reviewing the extent to which it considered children in those decisions. It's a very important piece of work in terms of long-term impact, lessons learned and wider considerations of children and young people who can often be neglected because they don't necessarily have representation that other groups have in the room.

Sometimes we can forget, as lawyers, the technical nature of the skill that we have and our exposure and familiarity with the legal system. When people are engaging with the law or feel like their rights are not being supported or protected, or where they need to use the law to protect themselves or address a wrong that was done to them, you often forget for a layperson just how complex and inaccessible the law sometimes is. As lawyers, there is a moral commitment to ensure that, to the extent that we have knowledge to, we provide support to people who would not be able to access that level of experience.”

“

It's been an invaluable experience, I'm exposed to such a broad range of work and I'm learning something different every day.



Dominica Cole

Associate, London

Specialist support: Making an impact

Our starting point for pro bono work is that the 'day-to-day' expertise of our lawyers can be used to advise pro bono clients on the same types of legal issues that we would advise our fee-paying clients. Below are a selection of case studies from EMEA where we have put this into practice over the past year.

Protecting human rights in Paris

Using our expertise to support people in need and contribute to defending their rights is not only the very essence of our lawyers' profession, but also our way of demonstrating commitment to our values in all our actions.

In November 2022, our Paris office became a member of the [Alliance des Avocats pour les Droits de l'Homme \(AADH\)](#), a French organisation which connects human rights and environmental associations with lawyers to provide legal support. We are using our capabilities and knowledge to provide legal support to associations, referred to us by the AADH, in relation to various issues including assistance in the negotiation of their contracts with third parties or the review of their corporate documents. The associations we have supported so far are making an impact on a wide range of issues including sustainability, the rights of children and refugee rights, and the issues raised have engaged lawyers from across our practice groups in Paris.

Our lawyers are also being trained to develop their skills and be able to assist and represent asylum seekers and unaccompanied minors on arrival into France, as part of AADH's Enfance précarité zero programme.

Backing sport for children in the Netherlands

Building connections between organisations willing to contribute their time, resources and skills, and those in most need of this support, is key to addressing wider societal issues. Our client in Amsterdam, [NL Cares](#), is an organisation which seeks to build those bridges, and we have supported them to deliver their goals with pro bono advice, for more than five years. This has included advice on data protection compliance, drafting internal policies, providing legal training and model forms, as well as negotiating contracts with third parties. All of this ensures NL Cares is primed to do what it does best and make a positive impact on society.

In 2022, we advised on a cooperation agreement between NL Cares and another Dutch charitable organisation. The agreement set terms for the organisation of 'The Games' (De Spelen), an annual Olympic-style sporting event for children growing up in disadvantaged communities. The Games provide an opportunity for children to try out various sporting events that they may not otherwise have access to, levelling the playing field and providing equal opportunities for all.



Inclusion in our local community in the North East of England

We strive to foster a culture of social inclusion, not only within our workplaces, but also in the wider communities in which we work. Organisations that help people arriving in the country are key to ensuring they feel socially accepted and valued, and free from the fear and anxiety of discrimination.

Our Newcastle office has been working with [Investing in People and Culture \(IPC\)](#), a charity that promotes the economic and social inclusion of refugees, asylum seekers and other minority communities in the North East. The charity advocates for vulnerable immigrants and provides links to vital services as well as opportunities for education, training and rewarding recreational activities. Advice from our employment team has facilitated good governance at IPC and we continue to support them on a range of legal queries.

The connection to IPC is part of [LawWorks'](#) Honorary Counsel initiative, which we are proud to support as LawWorks members.

Training to help

Recognising the enormous need for legal advice areas where we are not specialists, we seek to contribute in partnership with organisations and lawyers who can upskill our teams to increase their ability to assist.

When we work on matters in this area, we recognise that pro bono legal advice is not a substitute for a properly funded legal aid system, which is vital to ensure proper and full access to justice for all. However, where our dedicated teams can help bridge gaps in equal access to justice and contribute to broader efforts to bring about systemic change, we believe it is our responsibility to do what we can to help.

“

I feel so privileged to be able to work with a group of volunteers so dedicated to the cause. The ongoing casework that volunteers have helped with has greatly increased my capacity, and the capacity of these Legal Aid cases in general, and has had direct benefit to clients.

Rhona French

Senior Caseworker for FRFE, Coram Children's Legal Centre

Reuniting displaced families in the UK

The Family Reunion From Europe (FRFE) project utilises pro bono capacity to help with family reunion work for applicants in continental Europe, with family members in the UK. Many current FRFE clients are unaccompanied minors residing in Turkey and Greece, joining siblings, uncles and aunts. The project is organised and run in partnership with charities [Refugee Legal Support](#) and [Coram Children's Legal Centre](#).

We have participated in this initiative since February 2022, along with seven other law firms. To combat the time pressure that individuals face when applying for a reunion, our lawyers help to build their cases and prepare their applications for exceptional case funding. The project has received over 100 queries in the last year.



Support to refugees from Ukraine

During the last year, nine million people have crossed the border from Ukraine into Poland. This unprecedented migration led to an enormous response from the immigration and pro bono lawyers to ensure access to legal information and advice for those on the move.

We have since participated as founding firms in two new initiatives in Warsaw. Working in partnership with NGOs [Safe Passage International](#) and [European Lawyers In Lesvos](#), as well as other participating firms and volunteers from our Warsaw, London and Newcastle offices are advising refugees from Ukraine on their resettlement pathways and legal rights in Poland and in the UK. These lawyers have assisted on a huge range of issues, including protection rights, acquiring disabled person status in Poland, guardianship, and the fight against disinformation.

“

From the early days of the war we have seen large number of Ukrainian refugees, especially women with children, arriving in Warsaw to seek safety and shelter. As such, it was important for us to take the opportunity to contribute our time and legal skills to help these families. It has been a significant experience for our lawyers and we are glad to have had the chance to be involved.



Grzegorz Dyczkowski

Head of Warsaw

Working with Law Centres to support communities needs

In partnership with [South West London Law Centres \(SWLLC\)](#), we have developed a long-standing commitment to supporting the community in Croydon with housing law advice.

To ensure that pro bono is seen as a natural part of the legal work our lawyers undertake, our trainees are enrolled with the Law Centre project from the start of their training contracts. Many continue to support the project as supervisors further into their legal careers. We see up to six clients a week with issues ranging from tenancy deposit recovery, disrepair and eviction and support them with on-the-spot and follow-up advice as to their legal rights and options. Housing is the area SWLLC receives the most calls for assistance, so we have provided training to our staff to ensure that we can meet this vital need.



Research

Legal research opportunities draw on our global reach and provide opportunities for lawyers from all practice groups and offices to contribute to our pro bono practice. They can also create the possibility for in-house lawyers from our clients to partner with us and in so doing, increase the pool of pro bono legal advisors available to the charity sector.

Influencing firearm regulation to help foster safe communities around the world

Vital research is needed to understand laws around the world that regulate the use, licensing, care and storage, oversight and management of firearms and ammunition globally, so that we can best protect citizens and make communities safer.

During 2021 and 2022, we partnered with two non-profit organisations, [Gun Free SA](#) and [TrustLaw](#), to steer a multi-jurisdictional research project to determine global best practices and influence future legislation. This research spanned over 15 countries, and involved 17 law firms or regional offices, 9 of which were either offices of Norton Rose Fulbright or our alliance firms.

A core aim of the project is to assist partners around the globe in advocating and litigating for firearm regulation, which best protects citizens and is conducive to fostering safe communities. We were the initiating partner that brought the parties together and assisted in designing, managing and coordinating the research project.

We collated the findings and conducted an extensive comparative analysis of the relevant firearm legislation highlighting any global norms and standards to be borne in mind, which would go towards influencing policy, and legislation worldwide.

This was led by our South African offices, with contributions from Luxembourg, Athens, Munich and Warsaw.

Promoting the human rights of prisoners in Thailand

In 2021, Thailand recorded a huge surge in COVID-19 infections and a spike in deaths. Thailand has one of the highest incarceration rates in the world, leaving prisoners living in overcrowded, poorly ventilated, and often unsanitary conditions – an ideal climate for COVID-19 to spread rapidly.

In 2022, we supported [Penal Reform International](#) with research into the extent to which government entities in Thailand took measures to prevent the spread of COVID-19 in local prisons.

PRI is an NGO that works to promote human rights within criminal justice systems. The research will be used by PRI as a key advocacy and lobby tool with the national governments and also provide insightful recommendations on the policy which PRI can refer to.

“

We're delighted to have assisted Penal Reform International on their research and provided insights to support the NGO in resolving prison overcrowding and to focus on the human rights of all people, including prisoners.



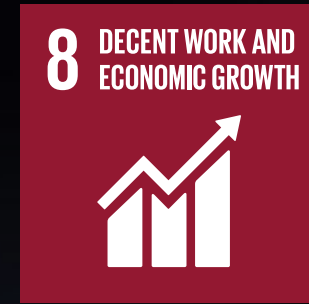
Tassanai Kiratisountorn
Managing Partner, Bangkok

Diversity, equity & inclusion

Our approach

Diversity, equity and inclusion are integral elements of our culture. Providing opportunities for people from a wide range of backgrounds, experiences and identities leads to greater creativity and innovation. We build stronger teams because of the values that we promote through an understanding and respect for diversity, equity and inclusion.

We are proud to provide opportunities in which every individual can thrive – opportunities that foster an environment where everyone is truly seen, heard, respected and empowered. Moreover, we strive to be authentic in our inclusion initiatives – understanding the specific needs of diverse communities and adapting accordingly.



Highlights

50/50

Gender balance in 2023's global 36-lawyer partner class

Top 50

Employer for women in 2022 (UK)

Winner

Best mentoring scheme 2022 (AS awards) – for bp/Aspiring Solicitors mentorship programme aimed at BAME aspiring solicitors

Top 40

Employer for social mobility (UK)

11.5% BAME

Increased partner representation








Demonstrating our commitment

With this commitment in place and by embracing a diversity of views and experience, we attract and empower the best talent and provide our clients with the most considered and innovative advice. Throughout 2022, we made progress on our diversity targets, but acknowledge that we as a business, and the legal industry as a whole, needs to be doing more. In January, we announced that we achieved global gender parity in our 2023 partner promotions, with a 50/50 split between men and women.

Transparency of our firm is important to us, so we report not only our gender pay gap, but extend the report voluntarily to cover sexual orientation and race and ethnicity, showing our commitment to improving diversity at all levels. For the first time this year we have also included our pay gap reporting to include social mobility and disability data.

Areas of focus

Our people are integral to our culture and throughout the year our teams and networks develop key initiatives, programmes and events across the following areas to educate and raise awareness, create development opportunities and safe spaces for colleagues and allies:

-  **Gender balance**
-  **Ethnicity and cultural diversity**
-  **Disability confidence**
-  **Mental health and wellbeing**
-  **LGBTIQ+ inclusion**
-  **Parents and carers**
-  **Social mobility**

Our performance in 2021/22

32%

of our trainees are Black, Asian or from an ethnic minority background

43%

of our business services leaders are women

46%

of our Management Committee (MCOM) are women

47%

of our partners attended state schools

[Read our 2021/22 pay gap report.](#)

The class of 2023 display gender parity

In January we announced our 36 lawyers that were promoted to partner globally were evenly split in terms of gender. Four consecutive years of 40 percent of our partner promotions being women is helping us to maintain our gender diversity target, which includes partnership as well as both lawyer and business services leadership roles.

The firm has a disciplined approach to the attraction and recruitment of women, a robust talent management process which assesses the diversity of the pipeline and targeted development plans to nurture rising talent. In addition to creating systemic changes that reduce unconscious bias in our decision making, we offer targeted leadership development programs for women – including coaching, mentoring and sponsorship. We facilitate and strengthen professional networking through our women’s network (WiN) and our diversity, equity and inclusion committees and steering groups.

In 2022, we were named in The Times Top 50 Employers for Women list for the eighth time in ten years – the UK’s most highly profiled and well-established listing of employers striving for gender equality in the workplace.

“

This year’s application process was the most competitive one we have ever seen. Employers like Norton Rose Fulbright haven’t lifted their foot off the pedal when it comes to supporting women at work, and they are a strong example of what commitment to making gender inequality a thing of the past, looks like.

Katy Neep

Gender Equality Campaign Director, Business in the Community



Inspiring lawyers of the future

Across the top 50 law firms, Black, Asian and minority ethnic lawyers are under represented and increasingly so at the more senior levels.

Seeking to address this issue, in collaboration with bp, we launched a mentoring scheme designed by Aspiring Solicitors to help students from under-represented groups develop commercial knowledge and confidence.

The mentoring scheme supports 40 Black, Asian and minority ethnic university students in the UK who wish to pursue a career in law. The students, who were selected by Aspiring Solicitors, are mentored by lawyers from bp and Norton Rose Fulbright through a variety of group sessions and bespoke workshops. This helped to develop awareness and understanding of the differences essential in creating a positive and effective legal profession. Providing mentees with the dual perspective of in-house and private practice, the scheme won “Best Mentoring Scheme 2022” at the AS All Star Awards.

Schemes like this are important to show students what they are capable of and what they might be able to do in the future. By 2025, we want 15 percent of our partners and 25 percent of our people to be from a Black, Asian and/or minority ethnic background. Last year 33 percent of our trainee intake were Aspiring Solicitors members.



[bp and Aspiring Solicitors student mentoring scheme](#)

“

Part of our role as mentors is to put the mentees at ease and to become relatable, friendly lawyers so they can ask questions in a safe environment.

Karen Shears

Legal Counsel, bp

From advocacy to outreach and influence

Through our work in spearheading a number of initiatives to improve social mobility across the industry, we were ranked within the top 40 UK employers in the Social Mobility Employer Index 2022.

Law as a career, can and should, be available to anyone who wants to gain entry to the profession, and we have a responsibility as a business to ensure we are distributing opportunity widely throughout society. One of our key objectives is access, and we were one of the first large City law firms to introduce an apprenticeship programme, which includes solicitor and paralegal apprenticeships. In October, we announced the launch of an [Apprenticeship Pledge](#) to ensure that all routes to legal qualification are treated equally. The pledge has been signed by 26 other law firms across the UK to date, with more in the process of signing up.

“

So far, I have thoroughly enjoyed my apprenticeship. In less than a year I have observed so much and gained incredible experience. A particular highlight was attending court for the first time. I assisted the team with trial bundling and witnessing how this was used in court was very insightful. Networking within the firm at such an early stage in my career has greatly benefitted my knowledge and development as a junior. I am so glad I picked this opportunity over the traditional route.

Lamar Mukundi
Solicitor Apprentice



To solve complex problems, you need diverse teams and diverse minds. We have over 20 well-established employee networks across EMEA to help foster a culture where our people can thrive. Our people play an integral role in creating an inclusive culture by raising awareness across a range of diversity focus areas, providing a platform of support for colleagues and sharing feedback with the firm on our diversity, equity and inclusion efforts, identifying areas for future progress.

Our networks



Breathe Mental health

Advance at Norton Rose Fulbright Social mobility

fm Family matters Parents, grandparents, guardians and carers

cn Compass network Islamic faith and culture

Pride at Norton Rose Fulbright LBGTIQ+ and allies

Origins Black, Asian or from an ethnic minority background

win Women in Norton Rose Fulbright Gender parity

Shine Disability and health conditions



Engagement

Collaboration and intersectionality have continued to inform our approach to DE&I. We know that many of our people identify with a cross-section of our diversity focus areas and therefore, when raising awareness and providing support, we address issues through an intersectional lens. In 2022, our networks exemplified this through various events including Tackling the Stigma with Gareth Thomas, an event organised in collaboration with our mental health, LGBTIQ+ and disability networks.

To demonstrate this further, our Ta'theer (Dubai Women's Network) hosted a powerful breakfast event for clients, exploring 'Icons – Faces that Changed Art History' for International Women's Day in 2022. Ta'theer, meaning 'impact' in Arabic, is the Dubai office's regional initiative that supports our DE&I strategy and educates, encourages and champions gender parity in the workplace.

Led by art historian Rose Balston, the audience explored several iconic female figures from a variety of backgrounds in art and were educated on their impact on art history. The event was also joined by co-founder of AllStarWomen NFT, who discussed today's challenges in digital art and building an inclusive Metaverse. The growing use of AI and digital media across commercial and social domains has stirred a debate about bias and fairness. We continued this discussion in our DE&I Speaker Series in April with guest speaker Dr Vivienne Ming who further emphasised the need for inclusivity in the virtual world.

To mark the second anniversary of the murder of George Floyd, associate Rashael Kelly-Jarvis spearheaded a collaboration between our parents/ carers and race and ethnicity networks in the UK, US and Canada to address the challenges and experiences of 'Raising Black Boys.' Through this event she highlighted intersections between race and parenthood that may have otherwise go unspoken.

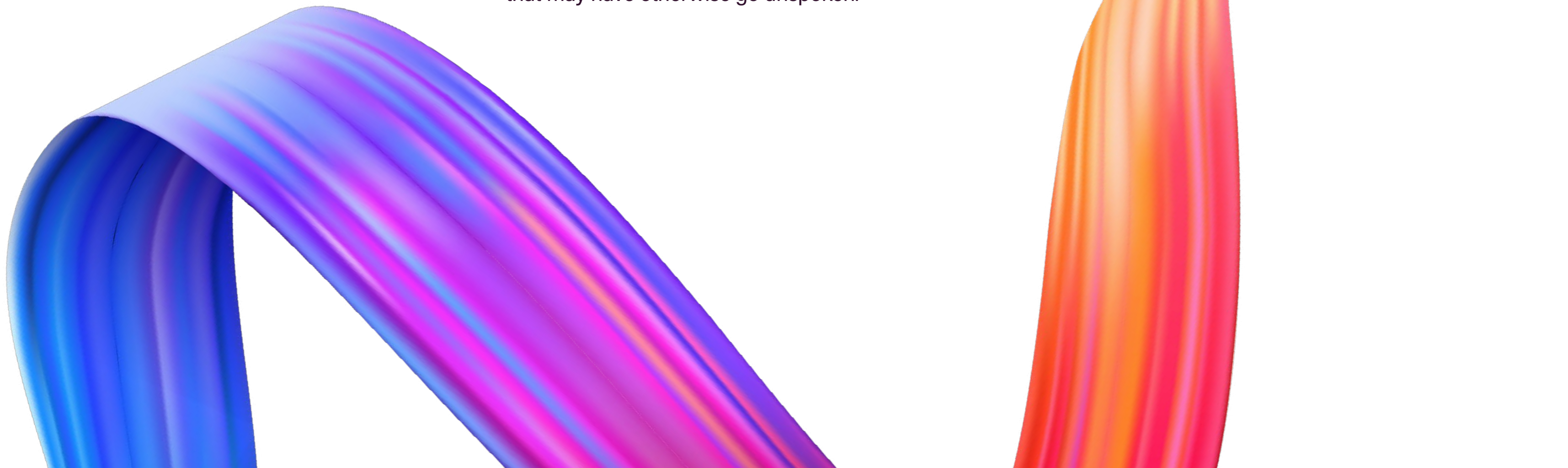
We are committed to removing assumptions, barriers and challenges faced by people with visible and invisible disabilities. An example is the implementation of a Workplace Adjustments Passport which serves as a living record of adjustments agreed between an employee and their line manager and which can be reviewed and amended as necessary with the agreement of both the employee and line manager.

“

Intersectionality is important because it recognises how identities such as race, gender, socio-economic status, disability and sexual orientation are entwined and overlap. It helps us to understand the experiences and unique perspectives of people who belong to more than one minority group and provides another angle for diversity and inclusion.



Rashael Kelly-Jarvis
Associate



Hear from our networks

“

The Compass network provides a welcomed connection between employees and management, allowing us to collaborate and see how best we can accommodate the religious requirements of our people. For me, it enabled me to make direct contributions to firm policy, helping shape its inclusive approach such as implementing flexible hours throughout the month of Ramadan.



Hamza Islam
Solicitor Apprentice
(Compass network)

“

For those with chronic illnesses or long-term health conditions and those who work with people with chronic illnesses, it's important to know the pain and symptom are valid. Often when illnesses are invisible it is difficult to adequately express what you are going through. Having that safe space as part of the Shine network to talk to colleagues who share a similar lived experience has been hugely beneficial.



Christine John
Head of Social Impact and Sustainability Manager
(Shine network)

“

As someone hailing from an under-performing state school in Somerset, Advance has allowed me to build out a network within the firm of people from a similar background. It's been fantastic to be able to play a (small) part in promoting social mobility across the firm and identifying further opportunities to build on.



Sam Matravers
Business and Legal Operations Trainee
(Advance network)

“

Ensuring that all of our people are conscious of their mental health is key for us at Norton Rose Fulbright. We recently partnered with a key client of ours, to take over the firm's monthly town hall to highlight the importance of maintaining good mental health and providing people with some practical tips to support their wellbeing.



Camilla Newman
Partner Development Senior Manager
(Breathe network)

“

I attended an internal Origins dinner for Black History Month in 2022, throughout which, focused questions were posed to attendees. This created a safe space for dialogue whereby instead of considering more distant history, each table was given the opportunity to reflect inwards, drawing on from experiences closer to home and spotlighting personal black heroes. It was an empowering and enriching activity I hope we get the chance to replicate elsewhere through Origins.



Sarah Espirit

Associate
(Origins network)

“

As our firm continues to grow, it has renewed its focus on culture, and our employee networks (including Pride) have a vital role to play. As Co-Chair of our Pride network, I have been lucky enough to help contribute our firm's LGBTIQ+ voices, as we are often particularly affected by issues such as mental health provision, hybrid-working, and family and childcare matters. Tapping into LGBTIQ+ networks at clients and across the firm has been incredibly useful to help build my own network and my personal friendship group, as well as opportunities for business collaboration. Law firms are full of intelligent people who want to make things better, and being involved in a network and using your voice is the best way to help us do that.



Rahul Mansigani

Senior Associate
(Pride network)

“

As Co-Chair of our UK Women's Network, I work with colleagues and senior management to ensure that our firm embeds a culture that promotes gender balance at all levels, and to make meaningful changes within our organisation so that we can continue to attract and empower the best female talent.



Hannah McAslan

Counsel
(WiN – Women in Norton Rose Fulbright network)

“

The transition from “independent career-focussed professional” to “working parent struggling with the juggling” can be a tough one, and a supportive working environment is key. I joined Family Matters partly to build a personal support network and partly with aims of working with the business to improve the working lives of parents and carers at the firm.



Penny Cygan-Jones

Knowledge Director, Advisory
(Family Matters network)

Social impact

Our approach

We dedicate our time and resources to invest in local community projects, which promote sustainable growth and development to the communities in which we operate. We align our activities across these programmes to the sustainable development goals to ensure we are contributing to the collective effort to build a more sustainable future.

4

QUALITY
EDUCATION



8

DECENT WORK AND
ECONOMIC GROWTH



10

REDUCED
INEQUALITIES



17

PARTNERSHIPS
FOR THE GOALS



Highlights

3666

Hours dedicated to social impact activities in 2022

70+

Donations by the Norton Rose Fulbright Charitable Foundation

100+

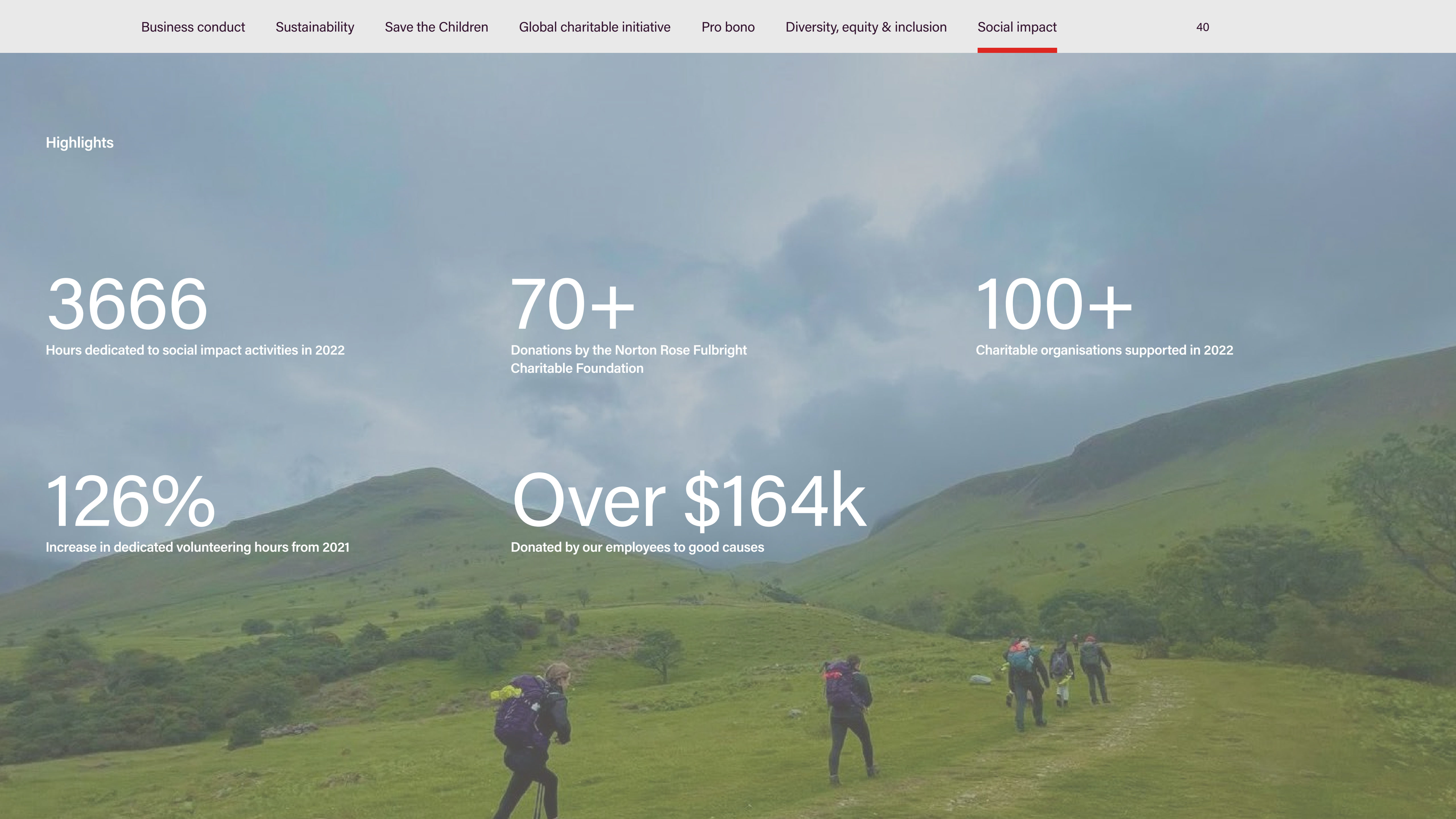
Charitable organisations supported in 2022

126%

Increase in dedicated volunteering hours from 2021

Over \$164k

Donated by our employees to good causes



Investing in our communities

Our employees are dedicated to using their skills and time to deliver meaningful social impact programmes that contribute to a more sustainable world. In partnership with local organisations, charities and NGOs, we act alongside our communities to address societal challenges through donations, in-kind support and volunteerism.

The Norton Rose Fulbright Charitable Foundation

The Norton Rose Fulbright Charitable Foundation was set up as an independent charity in 2004 and since then has been funded by the firm to award grants to a wide range of charities.

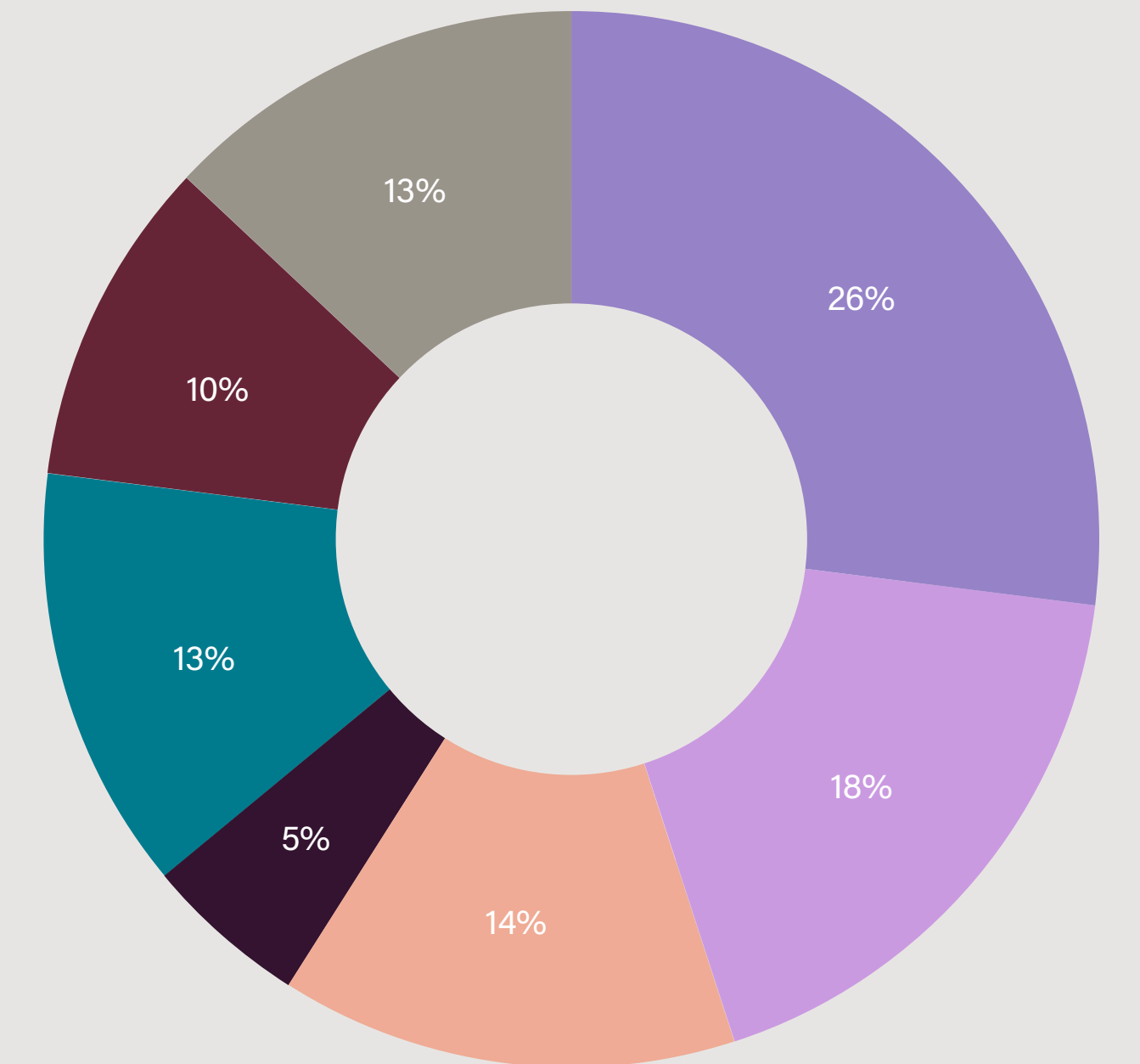
In selecting charities for support, the trustees of the Foundation seek to identify those organisations where our donation can make an identifiable contribution in helping them to achieve their objectives and demonstrate impact to the beneficiaries they aim to support.

The Foundation supports a range of charities across the world who are focused on a number of issues but primarily charities working with children and young people, mothers in developing countries, the homeless and socially under-represented groups, as well as those focused on advancing social mobility and access to justice. It also supports a number of charities focused on disabilities, mental health and other health conditions that affect both our employees and wider communities.

Aligned to our responsible business framework, the Foundation also supports charities adopted by our various employee networks and individual employee’s fundraising efforts and have thus developed relationships with a number of charities. The firm often assists these charities in other ways including providing pro bono legal advice and in-kind support, such as access to our office facilities.

Requests to the Norton Rose Fulbright Charitable Foundation are welcomed but must be championed by an employee at the firm.

Norton Rose Fulbright Charitable Foundation donations by cause



- Access to justice
- Children and young people
- Education and employability
- Foodbanks and homelessness
- Mental health, health and disabilities
- Women
- Special campaigns and emergencies

Our trustees



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I have been a trustee for 18 years, and in addition to the pro bono projects and social impact activities we undertake, in-line with our values and principles, I believe it is right that we use our financial resources to assist charities helping to alleviate issues affecting our society. The charities we support tackle issues such as poverty, adult literacy, child mortality, and employability and social advancement, including some working on critical research to improve health conditions. We try to donate to charities – local to our offices and further afield – where our contribution can make a real and lasting impact and preferably be part of a wider relationship.

Patrick Farrell

Partner



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Being a trustee for the past eight years has been one of the most important and enjoyable aspects of my role. It is inspiring to see how the charities we support are able to demonstrate huge impact despite the challenges they face. As we navigate the impact of the cost of living crisis on our communities, it is important that we continue to dedicate this crucial support to these organisations who provide such valuable services to our communities. I personally enjoy taking part in the range of innovative fundraising challenges set up by these organisations; whether it is cycling 100 miles for Smart Works or learning CPR with the British Heart Foundation, I feel privileged to be part of their ongoing journeys.

Ffion Flockhart

Global Co-Head of Information governance, privacy and cybersecurity; Partner

Our work with young people

Everyone should have the opportunity to develop to their full potential, regardless of their background. As a firm, we are committed to widening access to more socio-economically diverse talent, and fostering an environment in which everyone can thrive.

Through our diversity, equity & inclusion and social impact programmes, we are involved at various development stages and ages, to positively influence young peoples' career decisions, and introduce them to opportunities they may not have thought possible.

Our partnerships with organisations such as the [Southwark Education Business Alliance](#), Uptree and local schools allows us to engage in critical employability-focused initiatives to upskill the next generation.

559

students directly benefitted from our programmes

254

laptops and webcams donated to schools

Exploring new horizons

A good mentor can help inspire, motivate and nurture talent and self-confidence. Providing young people with role models can have a positive impact on their future career, providing pathways they may not previously have considered.



In collaboration with the Southwark Education Business Alliance, local schools and our clients, we engaged in three mentoring programmes supporting students aged 14-19 across a nine-month programme. Through our North Kent College mentoring programme, mentors were paired with students from the high performing sports college to explore alternative career paths, such as professional services, to demonstrate the range of career options available and to provide a new perspective on what they could achieve.

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Performance sport helps develop so many skills that are transferable to the workplace. I wanted to help my mentee acknowledge these skills when considering future education and career opportunities. By the end of the programme, my mentee had a greater awareness of her strengths and weaknesses, and a willingness to self-reflect in order to achieve her goals. It was also noticeable how much more confident she became when presenting to the group. I really enjoyed getting to know my mentee and hearing about her impressive sporting achievements and aspirations. The programme also made me more conscious of my own development and achieving my own career goals.



Craig O'Malley
Associate

Building confidence in local communities

Our firm looks to support individuals by using our skills and experience to provide one-to-one interview support to both local schools and charities, to raise confidence and improve the employability of those in our communities. One way we do this is through our 'Mock Interview Week,' hosted in our London office, to provide real-life experience of what it is like to come into an office, which can be a daunting place for some.

During 2022, working with our clients, we hosted 36 mock interviews with 60 volunteers, engaging two charities and three local sixth form colleges. 97 percent of attendees demonstrated improved confidence in attending future interviews following the programme.

Developing a commercial mind-set with the next generation

The need to develop an understanding of commercial awareness has never been greater for those entering a career in law. Geopolitical and economic landscapes are constantly shifting, and businesses are more frequently operating in complex and often volatile environments. It is important for anyone looking to build a successful career in law to develop commercial awareness to understand and navigate these issues. As a business, we have a responsibility to work with young people to prepare them for their next steps. One of the ways we do this is by providing 'Careers in Law' workshops. Students are able to hear from employees at the firm and get an insight into the different roles within the legal sector.

In the summer, we supported a group of year eleven students from Harris Boys Academy, East Dulwich, who were preparing to sit their final GCSE exams. Our employees supported them by showing them the possibilities and options available as well as helping them navigate the pressures of exam season.

Many of the students had not experienced being in an office environment, and after an intimidating start, we saw the students relax and start to be themselves and feel comfortable in an environment alien to many.



[Watch highlights from the day and hear directly from the students about the importance of these initiatives](#)

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I really enjoyed my experience as I was given detailed insight on topics I wasn't too confident in. I also enjoyed being able to practice for interviews in the future and really liked receiving feedback on what to improve and what went well.

Student

Harris Boys Academy, East Dulwich



Building skills for the workforce of tomorrow

Communication, project management and problem-solving are some of the most desirable skills employers are looking for in their future talent. By helping young people to develop these skills from an early age, we can improve their future employability, which in turn, will have a positive wider social and economic impact on their communities.

As a founding member 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 offer a combination of work experience and interactive workshops to young people from under-represented backgrounds, who might otherwise not have the opportunity to access a legal career or experience the corporate environment.

Through these workshops, we help to develop vital skills needed in the workplace from working in a team, networking with professionals and presenting – all aimed at growing confidence and encouraging young people to consider pursuing a career in law.

The thought of exploring potential career paths at the age of 17 can be overwhelming and confusing, especially when where you grow up can limit your exposure to relevant work experience. The PRIME programme successfully tackles this barrier, making it a truly life changing experience for some.

60%

of students in attendance had never been to an insight day before

90%

of students were able to confidently explain the role of a commercial lawyer by the end of the programme

81%

of students confirmed they were likely to pursue a career in law after attending PRIME

Since delivering our first PRIME programme in 2011, 120 students have participated



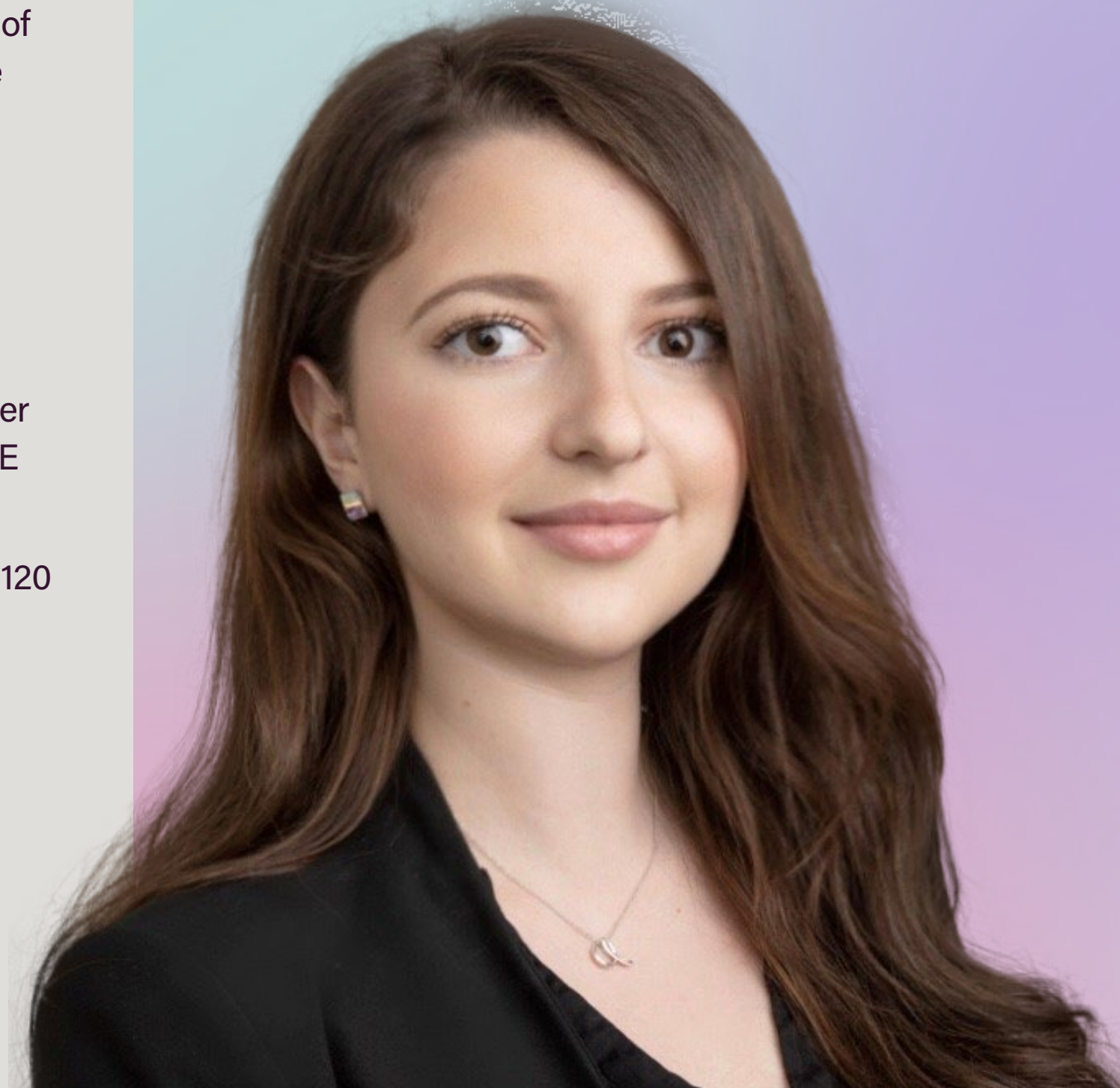
The impact of PRIME

Now an associate in our disputes practice, Ina advises on international arbitration and litigation and works on a range of complex commercial disputes, having also spent time in the Middle East, but as a teenager this world seemed off-limits to Ina. The PRIME programme had a massive impact on the path Ina chose after school, ultimately influencing her choice to study law at university. Ina continues to support the PRIME work experience programme by speaking at our information sessions, as well as her former school, to encourage and inspire others not to impose limits on their own ambitions.

“

Before PRIME, I assumed it was impossible for me to join the corporate world. PRIME enabled me to not only gain valuable work experience at a market leading law firm, but it also acted as a networking platform in which I was able to get real answers from real lawyers – something that cannot easily be Googled. Subsequently, and because of my positive experience with the programme, I chose to study law at university. To this day, I often think about the impact the programme had on me. Not only did it essentially shape my legal career, but more importantly, it gave me the confidence that every 17 year old seeks.

Ina Lamce
Associate



80%

of students following a recent workshop with Uptree who said they were more likely to consider a career in law



“

Uptree helped me massively in getting to my current role. Attending in-person work experience days meant that I was able to learn about the culture of different law firms and understand whether I could really see myself working there. During the Work Experience Day, I heard from Michelle Muyunda (Diversity Equity and Inclusion Advisor), and her words really resonated with me and made me feel like my differences would be appreciated at the firm.

Sharmin Begum

Solicitor Apprentice

Driving equal opportunities

Engaging with future talent through meaningful educational outreach is an important part of connecting with communities. Through our partnership with Uptree, we are able to reach and impact more communities beyond our local area.

We collaborate to attract top talent from under-represented backgrounds, broaden awareness of the legal sector and simplify the application process to lessen barriers to entry. We were able to achieve this in 2022 through application master-classes, work experience events, school workshops and lunch and learn sessions to students across London and the North East.

Our most recent work experience day involved 33 students from 27 schools; of which 82 percent of their parents had not attended university, and 55 percent of students were in receipt of free school meals. After a day of workshops, over half the students felt more confident to apply for an apprenticeship at the firm, and almost everyone felt more comfortable talking to professionals.

We are committed to reducing bias in the selection process, and alongside many firms use RARE's Contextual Recruitment System ("CRS"). The CRS allows recruiters to understand candidates' achievements and experience in context, enabling us to find the best hires from the widest talent pool possible, which continues to be a priority for us within our recruitment and outreach processes.

Uptree

Scholars

the Norton Rose Fulbright bursary

Levelling the playing field

Scholars, The Norton Rose Fulbright bursary, launched in 2021 to remove financial barriers to the legal profession and provide access to resources and connections to those who aspire to pursue a career in law.

In 2022, our Scholars engaged in a comprehensive programme aimed at tackling key developmental areas, which will support their application progression to key work experience programmes and training contracts including:

- Commercial awareness training and development
- Mentoring and networking schemes
- Strategic development of legal skills through tailored workshops
- Leveraging our global reach through visiting other offices in the network
- Capitalising on our technology by utilising online learning platforms.

Finding the “right fit”

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The Scholars programme has enabled me to meet lawyers from all levels across the firm, providing me with first-hand exposure to commercial law. Attending an office day in April enabled me to meet a senior lawyer at the firm who spoke about her experience of working at Norton Rose Fulbright, and her reflections on how her practice had been shaped by events such as the 2007-2008 financial crisis, and the pandemic. During the day I was also able to meet my trainee buddy, who was able to answer all questions I had about the work,

reflecting on her own experience. A panel presentation prepared by senior lawyers from different practices across the firm, including corporate, banking, dispute resolution, and competition, shaped my ambitions as to what kind of lawyer I wish to become.

These experiences have helped me submit a successful application to the firm’s First Steps Programme, which enabled me to shadow lawyers in the corporate insurance department for a week. During the week, I was given real responsibilities, enabling me to

see what being a trainee at the firm would be like. The bursary programme has helped me invest in better IT equipment for my studies and interviews and helped me with expenses such as travel to and from university, books, and society engagement. It has also enabled me to travel to see my family back in Poland more often.



Nadia Napieraj

3rd year student, University of Edinburgh

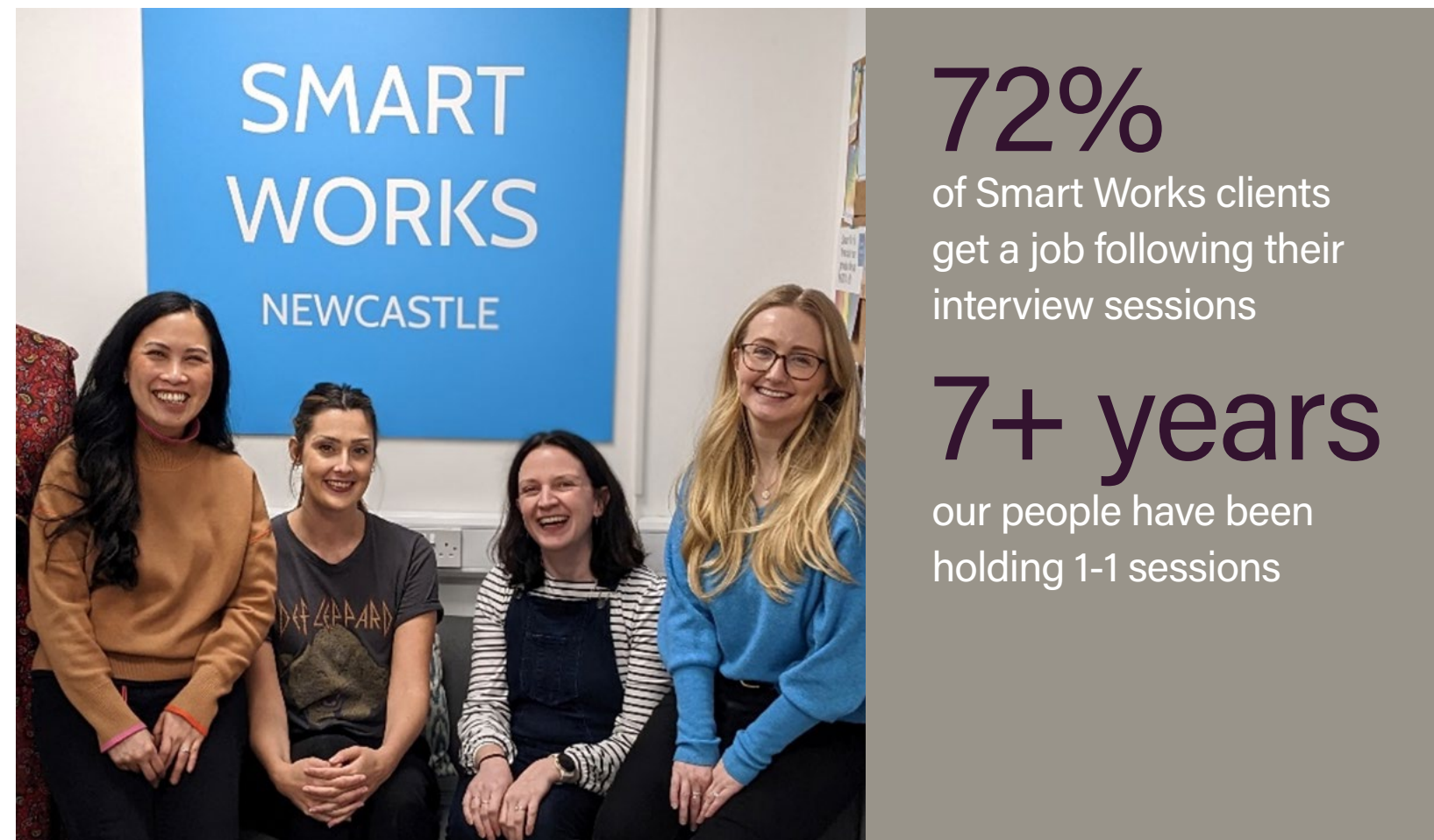
Our work with local communities

Unlocking the female workforce with Smart Works

Promoting a culture where women are supported and represented across all levels to reach their full potential is critical to our business. Through our partnership with [Smart Works](#), we strive to help women gain the confidence they need to secure employment and influence the trajectory of their lives. Our partnership has helped Smart Works to grow, supporting more and more women in our communities.

Our people dedicate their time and share their experiences to guide clients through their employment journey, ultimately helping them to interview with impact, leaving a lasting, positive impression.

Last year we held 36 1-1 interview coaching sessions with Smart Works' clients and dedicated 175 volunteering hours.



Making an impact

Tackling food scarcity in Milan

Our partnership with [Opera San Francesco per i Poveri](#) allows us to focus our efforts on reducing hunger through pasta and rice donations to their soup kitchen, which services over 2000 hot meals a day to those in need.

In 2022, colleagues donated 350kg of pasta and gave their time to support the soup kitchen's meal service, which provides over 1000 meals during their lunch service to beneficiaries in need in Corso Concordia.

Creating equal opportunities for children in Germany

Our partnership with [Die Arche](#) is committed to supporting children, and young people from under-represented backgrounds, to discover their potential, promote their talents and prepare them for a life of independence. In 2022 we arranged a trip to Taunus Wunderland and organised birthday parties and Christmas parties for the children accessing the charities' services. We also engage in a reading programme with the children and over the festive period engage in their Christmas Wish appeal, delivering presents requested by the children to arrive in time for Christmas.

Singapore relay to raise funds for local charities

Our colleagues in Singapore came together for the second year running to complete a 100km, 24-hour relay around Singapore. The relay raised vital funds for two local charities: [The Rainbow Centre](#) and The Community Justice Centre. The Rainbow Centre focuses on disability empowerment through practical education and effective training programmes. The Community [Justice Center](#) is a community partnership between the public sector, the philanthropic sector, and the legal profession, rendering assistance to Litigants-in-Person (LiPs) in need.



Closing the literacy gap with Bookmark

Our partnership with [Bookmark](#) focuses on improving access to literacy education for children and teachers through 1-1 reading support for children who are at risk of falling behind in their reading, as well as providing book bundles to schools across the UK.

Through 30-minute reading sessions, we have supported children to gain both greater reading confidence, and to get more enjoyment from reading. In total, our volunteers have completed 30 Bookmark

reading sessions, including 12 face-to-face sessions to children in schools from South London to Warrington.

In addition to reading support, we also help to assemble book bundles as part of Bookmark's additional support offering to primary schools. This includes packing activity books designed to educate young readers about environmental issues, and books containing diverse and representative texts for schools to keep in their libraries.



Providing humanitarian aid in Warsaw

Our team in Warsaw were quick to respond to the demand for humanitarian aid in Ukraine, with colleagues quickly providing a network of support. In addition to providing pro bono legal advice, our people also:

- Opened their homes to refugees from Ukraine
- Offered flats to the Ukrainian branch of Amnesty International to use as temporary headquarters
- Found work and schools for Ukrainian families
- Donated essential items to local partners on the ground including food, hygiene products, blankets, shoes and clothes
- Organised transport from the Polish-Ukrainian border

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I was proud of the outpouring of support for our Ukrainian neighbours. I was particularly impressed by the spirit of our colleagues who welcomed Ukrainian women with children or whole families into their homes. I was especially pleased to see so many young people get involved, because this shows we are setting a good example.



Dorota Zamorska
Office Manager, Warsaw

Hear from our volunteers

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To support our strategic partnership with Save the Children, we volunteered in their South Shields shop, sorting and pricing donations and learning what it really takes to run a charity shop. It was clear that the shop means a lot to the local community, and the people who give up their time to run it provide an important opportunity for people to meet and socialise in the community, who may otherwise be isolated. It was particularly great to see unwanted items getting a new lease of life and being recycled, rather than thrown away.



Callie Martin

Sustainability Advisor, Newcastle – on her experience volunteering in [Save the Children's](#) South Shields shop

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The Arakawa River is Japan's widest river, flowing through Tokyo's urban centre into the Bay. It's large riverbed and the many parks that border the river mean that sadly a lot of rubbish is dumped into the river, and it's estimated that 80 percent is carried into the sea. We volunteered in an Arakawa river clean-up with our families, collecting large amounts of plastic waste polluting the river ecosystem, that would otherwise have made its way to the sea, making a small impact on this big problem.



Momoyo Kawamoto

Senior Paralegal, Tokyo – talking to her volunteering experience for Earth Day

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Our volunteers often help in the distribution of meals and cleaning and assist those with physical difficulties to access the services of Opera San Francesco per i Poveri, an organisation that has helped those in need for over 60 years. Supporting at the canteen, which is in the city center of Milan, is a key part of our work in the Milan office and we are proud to work with an organisation that prioritises high standards of care, from the preparation of a complete meal with attention for special diets to serving each meal, with a smile and a gentle word.



Vania Laura de Nardi

Office Administrator, Milan - on our volunteers support of [Opera San Francesco per i Poveri](#) in their food kitchen

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The activity was a great success and a lot of fun. The Oktoberfest festival season is always a special one in Munich anyway, even if it was cancelled for the second year in a row due to the pandemic. The “honest gingerbread hearts” were very popular because of the witty sayings, and of course, the good cause. I enjoy volunteering in my private life and I really like the fact that we can do this together at the firm. The reach is much greater, of course, and so in the end, more comes out of it for everyone.



Kristin Ehrlich

Legal Secretary, Munich – on her experience selling “Ehrliche Wiesn-Herzen” (honest gingerbread hearts) in support of the [Foundation for the Ambulant Children's Hospice](#)

Looking ahead

As the transition to a sustainable economy continues, we must ensure that communities do not get left behind. Now, more than ever, the relationship between businesses, communities and the planet is so closely connected and we need to find a balance.

At Norton Rose Fulbright we understand that we do not operate in a vacuum, and hold ourselves accountable for the impact we have on society and on the environment.

Proof of our commitment comes in the practical action that we take. We hope that this report has demonstrated the steps we have taken to make our business more diverse, inclusive, ethical and sustainable, but there is more to come.

I have been delighted to work with the first cohort of our Scholars bursary programme, which supports ten students studying law, and we look forward to selecting a second cohort later this year. These students – the next generation of lawyers – have impressed me with their enthusiasm, optimism and ambition, and their strong and vocal commitment to social responsibility promises a bright future.

I am excited to continue as champion of our strategic charitable partnership with Save the Children, our first such partnership of this scale. I thank them for their collaboration and innovativeness in tackling the challenges that are affecting children around the world, and the many ways they have inspired and educated us about the work they do.

This was highlighted during our 2022 Global Charitable Initiative, when the firm came together to work with Save the Children on a project to support communities living along East Tonle Sap Lake, one of the most ecologically fragile areas of Cambodia. I was privileged to see first-hand the impact this can have, when I visited one of the communities Save the Children supports. What I found most impressive was that the project not only supports the children to help them

access education, but also their families and their communities as they tackle the challenges caused by climate change.

We are very proud of what we have accomplished in the past year, but we also look forward to harnessing the incredible talent and energy of our people as we continue to move forward on our journey.



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I am excited to continue as champion of our strategic charitable partnership with Save the Children, our first such partnership of this scale.



Farmida Bi, CBE

Chair, Europe, Middle East and Asia

[Contact us](#) to find out more about Responsible business at Norton Rose Fulbright.

[Contact the Diversity, equity & inclusion team](#) to find out more about DE&I initiatives at Norton Rose Fulbright.



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