

Responsible business report





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Reflections on progress

Photo by:

Amy Reay

Service Desk Team Leader,
Newcastle

Submitted for our competition
to mark Earth Day 2024

“

I believe it has never been more important to reaffirm our commitment to being a responsible business.”



Commitment to our values

As a firm, we are committed to cultivating a working environment that embraces people of every background and is rooted in our core global business principles of quality, unity and integrity. I believe it has never been more important to reaffirm our commitment to being a responsible business and our belief that a range of different perspectives strengthens our firm and enhances the quality of service we offer.

United by diversity

I believe that diversity of thought and having diverse teams is one of our greatest strengths as a global business, producing successful outcomes for the firm and our clients. We have made significant progress in fostering inclusion and advancing our diversity targets by introducing tailored diversity, equity and inclusion (DEI) action plans for each team across EMEA. These plans provide best practice suggestions and targeted recommendations, grounded in data, to enhance diversity and ensure inclusion across all our teams.

We appreciate there is more work to be done, and we will continue our efforts to ensure our people reflect the society and communities we operate in. I recognise the importance of ensuring that we fulfil our commitments and stay true to our values.

Return to Gold

I was delighted to see that we have jumped back to a Gold rating for Ecovadis, re-entered *The Times* Top 50 for gender equality and moved from 43rd to eighth place in the Social Mobility index for employers and would like to thank everyone who contributes to these efforts across our firm.

Reaching out

At Norton Rose Fulbright, we strive to foster an environment and culture that supports mental health and understands wellbeing and encourages people to look after themselves and each other.

Over the last 12 months we have rolled out wellbeing champion training and now have over 100 wellbeing champions in our offices across EMEA who play a crucial role in promoting and supporting the health and wellbeing of our people. I have also had the opportunity to participate in partner wellbeing training, which helps us to recognise when others are struggling, understand the root causes, and offer more thoughtful support.

Optimism amidst adversity

We remain committed to our responsible business agenda and continuing our journey to a more sustainable future. Expectations on businesses are changing, and steered by our people, our clients and our communities, we are committed to building a resilient and responsible business for the future, aligned with our values and aspirations.

Peter Scott

Global Managing Partner; Managing Partner,
Europe, Middle East and Asia

Our approach to responsible business

This report demonstrates our commitment to positively impacting our people, the environment, our communities and our clients.

Commitment to our values

Dedication to our long-standing values of quality, unity, and integrity forms the foundation upon which our firm and inclusive culture are built.

As a firm recognised for our exceptional client service in key industries, it is important that we collaborate, align and exceed our clients' expectations. Every one of us at Norton Rose Fulbright is responsible for upholding our values and advancing our responsible business initiatives. Our work is impact-led, and we diligently monitor progress while continuously striving for improvement. We are also acutely aware that our programmes need to feed into broader societal goals and play a part in broader sustainable development. We have aligned our work with the UN Sustainable Development Goals for many years and continue to benchmark ourselves through recognised platforms to improve further.

Christine John, Interim Head of Responsible Business and Wellbeing, talks about her role, what responsible business means to her and key focus areas as we move through 2025 and beyond.

What does responsible business mean to you?

Responsible business is about making a positive impact that extends beyond our daily operations. When I joined the firm, I was struck by how deeply our values were embedded into the firm culture and demonstrated through our responsible business work.

It means acting with integrity, fostering a culture of inclusivity and unity and ensuring our actions deliver a positive impact for our people, our clients, communities and the environment. Responsible business is also bigger than Norton Rose Fulbright - we spend a lot of time benchmarking ourselves and looking for evidence of best practice to improve our programmes and initiatives. I am pleased that, this year, we were awarded a Gold medal, having advanced from Bronze in 2024, by Ecovadis, a globally recognised assessment agency. I believe responsible business means a commitment to honest evaluation, transparency, continuous improvement and embedding accountability at all levels.

You've been at the firm for six years. What are the biggest changes you've seen?

The firm has come a long way since I joined six years ago. This report itself, now in its third edition, is testament to the great work and progress we have made. Our strategic partnership with Save the Children, the first strategic partnership we have entered with a NGO on this scale, was significant, elevating our giving to a global level, whilst maintaining strong connections with our existing local partners.

I am incredibly proud of how we have strengthened the team, bringing in subject matter experts who are passionate about responsible business and bring creativity and innovation to all they do. I want to take this opportunity to thank the incredibly hard working, small but mighty team who put in the effort every day to foster engagement, influence behaviours and drive impact through our responsible business initiatives.

Moving forward with an impact-led, data-driven strategy and better planning with partner organisations, means that we focus on and dedicate our time to activities that move the dial and make a measurable difference.



What are some key initiatives for 2025-26?

Becoming more data-led in our approach enables us to be more targeted, using the insights to create more impactful change. Following the success in the UK and Singapore, we are planning to roll out our demographic survey to other jurisdictions across EMEA. We are also committed to a thorough review and refresh of our race and ethnicity strategy in 2025 ensuring it is still relevant and effective and supports, retains and attracts ethnic minority talent. Our efforts to embed our social impact work to create a diverse pipeline of early careers talent are evident through our flagship programmes: RISE and Scholars. We look forward to welcoming a new group of students in 2025 across both programmes. Social mobility is a key focus area for us, and we are committed to widening access to the legal industry for all and showing that your background is irrelevant to your success at our firm.

Employee health and wellbeing will also be a strong area of focus in 2025 and onwards. We recognise the importance of supporting our employees' overall health and wellbeing and we are dedicated not only to providing resources and initiatives that promote positive wellbeing, but ensuring we foster a strong speak-up culture.

I am also pleased to be continuing our partnership with Save the Children and particularly supporting them and other organisations with impactful pro bono expertise across a range of varied and important matters.

Finally, we are now five years out from our 2030 near-term Science based targets. As such, we are intensifying our efforts to ensure we continue to make good progress to achieve these targets.

What role do leaders have in fostering responsible business practices?

Whilst our responsible business activities and the impact they have are a shared responsibility, leaders play a crucial role in supporting and recognising employee contributions, as well as encouraging others to participate. Responsible business hours are recorded and are counted as bonus eligible across all offices in EMEA, highlighting their importance to our leadership team.

Leaders also have a responsibility to model inclusive, sustainable and responsible behaviours. I am always struck by the open-door policy we have at our firm, which makes it feel like we are working alongside our senior leadership team on the responsible business agenda.

I sit on the Responsible Business Committee, which is co-chaired by Peter Scott, Global Managing Partner; Managing Partner, EMEA, and Farmida Bi, CBE, Chair, EMEA. Having senior partner sponsorship ensures the conversation is centred at all levels, promoting accountability. I look forward to working further with all our leaders in 2025 and beyond ensuring that we continue to walk the walk and make a positive impact on our people, clients, communities and the environment.

Christine John

Interim Head of Responsible Business and Wellbeing, EMEA

Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a "shared blueprint for peace and prosperity for people and the planet, now and into the future". We evaluate and measure our business impact and contributions to the SDGs to ensure that we are contributing to the collective action of creating a more sustainable future.

We have identified nine goals that we can effectively support and where we can achieve the greatest impact. Our responsible business activities have been mapped and aligned to these priority goals using the specific targets, indicators and ambition benchmarks within each goal to ensure that our approach is in line with the requirements to meet the 2030 agenda. Please see page 65 for more information.





Our commitments

We complete an [EcoVadis](#) assessment annually. EcoVadis is a globally recognised provider of business sustainability ratings that assesses material sustainability impacts based on documented evidence. Assessment categories include environment, labour and human rights, ethics and sustainable procurement. This year, we were awarded a gold medal.

We recognise that our actions impact our people, communities and the planet. As participants of the [UN Global Compact](#), we are continuously committed to incorporating its Ten Principles, covering human rights, labour, environment and anti-corruption, into our decision-making processes, strategies, operations and culture. Through our commitment to these values, we hope to contribute to a sustainable future for all.



To mark Earth Day 2024, we invited our people to send us photos that capture the beauty and wonder of natural environments. Many of the photos featured throughout this report were taken by our people.

Photo by:
Sally D'Elia
Legal Secretarial Co-ordinator, Dubai
Submitted for our competition to mark Earth Day 2024



Business conduct

Photo by:
Kelvin Ng
CAD Technician, London
Submitted for our competition
to mark Earth Day 2024

Related Sustainable Development Goals:

8 DECENT WORK AND ECONOMIC GROWTH

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

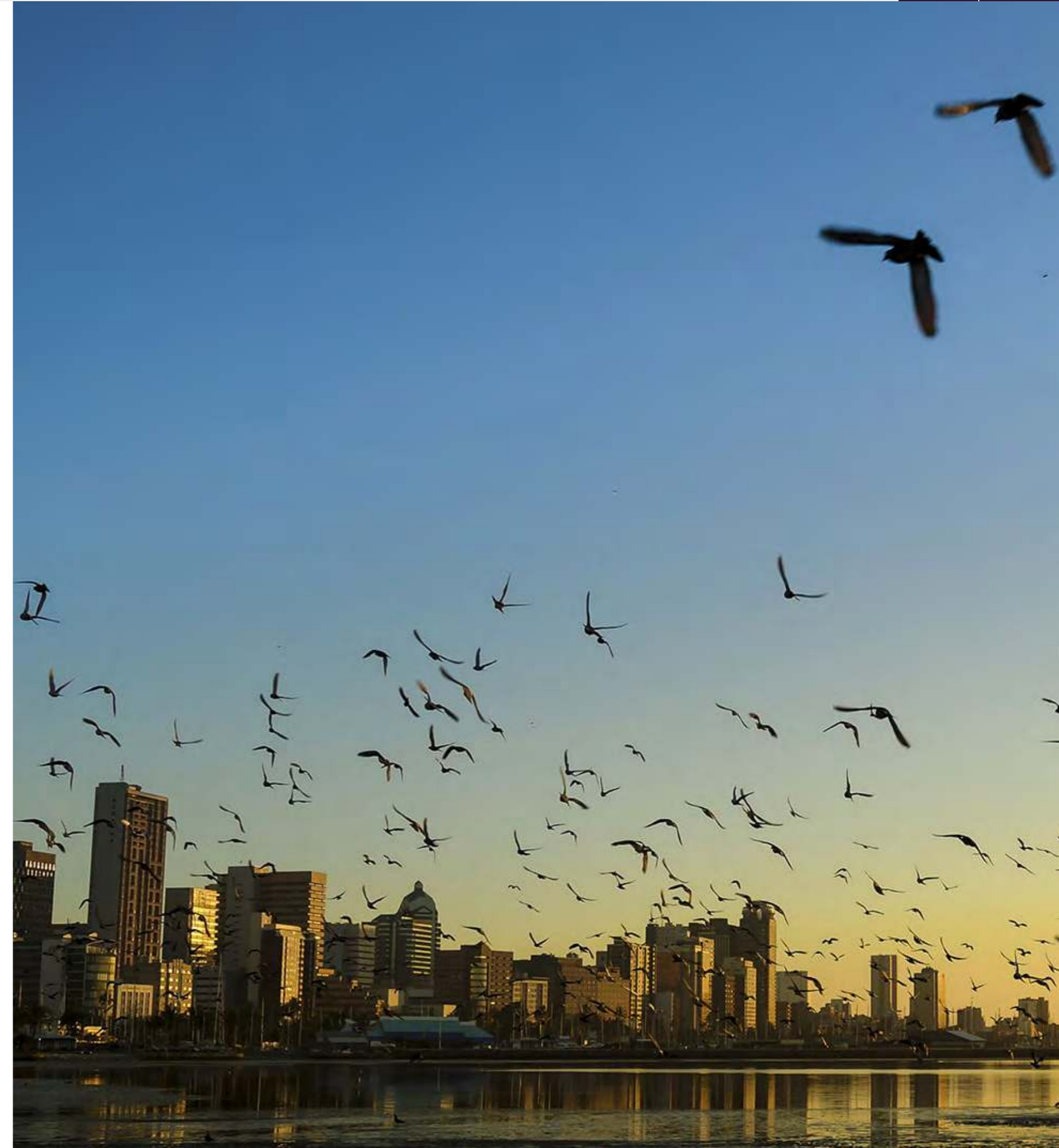
United by our business principles – Quality, unity and integrity

Norton Rose Fulbright strives to consistently deliver exemplary, competent and ethical legal services to all our clients. Quality, unity and integrity are our fundamental business principles, and, together, these shape our culture and ensure we stand true to our values in all business dealings.

Global Practice Standards

Across our global network, Norton Rose Fulbright has implemented a common set of risk management standards, further supported by local policies and procedures. These are known as our Global Practice Standards which are designed to safeguard our business and that of our clients, and to ensure we effectively manage seven key risks:

- 1 **Bribery and corruption**
- 2 **Money laundering**
- 3 **Economic sanctions**
- 4 **Insider trading and share dealing**
- 5 **External appointments**
- 6 **Discrimination and whistleblowing**
- 7 **Cybersecurity**





Harnessing the power of AI, responsibly

Artificial intelligence (AI) is transforming the landscape of legal service delivery, enhancing client service and creating efficiencies in everyday tasks. Used responsibly, it has the potential to reshape the way the industry operates.

At Norton Rose Fulbright, we are committed to delivering high-quality, innovative and client-focused legal services, and are embracing the adoption of AI technologies as a firm, with both optimism and caution. As a people-focused business, we want to foster a culture that encourages responsible AI use and empowers our employees to use these tools in collaboration with our clients to enhance the way we work, whilst maintaining the professional ethics and standards.



As AI becomes more embedded in the legal industry, responsible adoption – grounded in strong governance, sound human judgement and commercial understanding – is key.”

Sarah Chapman
AI Transformation Programme Director, London

Policies and governance

In 2024 we introduced our *global responsible use of AI policy*, reflecting our core principles of quality, unity and integrity, to ensure we are using AI responsibly and ethically.

Through this policy, we commit to the ethical use of AI across our global network, ensuring we take a transparent and fair approach to our use of technology, in compliance with applicable regulations, rules of professional conduct, and industry standards in each jurisdiction in which we use AI.

Some of our suppliers have already integrated AI capabilities into their products. The benefits of AI we have seen, so far, include efficient document delivery and analysis, contract intelligence and research. We are further exploring with our clients how we can improve our services and the way we work in various areas of our business, for their benefit and that of the firm. We also invite our clients to contact us if they would like to know more about the tools we are using.

Training and development

We recognise the important role of our people in using AI tools responsibly and ethically and have introduced dedicated training, including on:

- AI fundamentals (such as how GenAI works, the risks of inaccurate outputs, IP infringement and how to use prompts); and
- GenAI legal and regulatory risks.

We ensure that our people understand that they have a personal responsibility to ensure that they use AI safely and within the guardrails we set to manage risk. Our dedicated GenAI resource hub provides easy access to these training materials, our policy, and key contacts. After completion of the formal induction program, we also plan training refreshers to help keep our people vigilant.



There is an understandable buzz of excitement around AI, and our clients and our people are keen to harness the benefits it offers in terms of improved client service and business efficiency. AI tools must go through the firm’s stringent due diligence process before we onboard them.

It’s important that our people understand that they have an important part to play in helping us to comply with our professional and legal obligations and protect our clients, our people and our firm.”



Samantha Churms
Head of Regulatory Risk, EMEA GC & Risk, London

The GenAI programme

As part of our commitment to exploring the use and potential of AI in our firm, the GenAI programme was created to leverage GenAI across the global business to improve client service and business productivity. Supported by our global leadership team, the programme enables the exchange of insights across many workstreams, encouraging cross-team collaboration and sharing of ideas, in a safe and thoughtful way.

Connecting teams and sharing our knowledge

Working together, our General Counsel and Risk team based across the EMEA region, provides a round-the-clock service to the firm, its partners and staff. We have a robust framework to protect the firm from various risks, support its operations, ensure adherence to regulatory requirements and uphold its reputation.

Our EMEA General Counsel and Risk function is dedicated to ensuring the firm adheres to all regulatory requirements and that all staff and partners act with professional integrity and are equipped to identify and manage the complex issues our clients face. In turn, this supports public trust and confidence in the legal profession, which is a fundamental principle set by Solicitors Regulatory Authority (SRA), along with the professional standards set by other professional bodies in the relevant jurisdictions, which apply to our people. We are constantly looking ahead for opportunities and any risk and regulatory developments so our business can stay ahead of the curve.

Fostering further collaboration between our General Counsel and Risk teams in London and Newcastle, with those across Europe, the Middle East and in the United States was a key focus for 2024. Our 'follow-the-sun' model is underpinned by one of our core business principles – Unity. Strengthening these important relationships is therefore crucial to ensuring the deliverance of quality services to our lawyers and, in turn, our clients.



I joined the Newcastle office in 2022 as a Risk and Compliance Officer. Throughout my time I have had the opportunity to be trained in both conflicts and client due diligence onboarding processes and am now further specialised in US compliance clearances as well. Recently, I have been part of the 'follow the sun' project, which focussed on further streamlining processes between our US and EMEA offices, to ensure enhanced efficiency in the conflicts and onboarding space. The result has been an increased awareness of jurisdictional specific requirements and goals across the regions, fostering a global, commercial, and more collaborative approach."



Ashleigh Gascoigne
Senior Officer - General Counsel & Risk, Newcastle

Key aspects of our work include:



Conflict checks and due diligence: Assessing all new business for regulatory and reputational risks, including conflicts of interest, ethical and financial crime risks; working with the firm's Global New Business Risk team to ensure client risks are effectively identified and monitored as part of client due diligence; setting up information barriers and implementing other risk mitigation measures as appropriate.



Financial crime: Providing support and advice to internal stakeholders with respect to financial crime risk and business conduct issues, including sanctions, money laundering, bribery and corruption, terrorist funding, proliferation finance, fraud and tax evasion risks, along with reputational risks sometimes associated with high-risk clients and instructions.



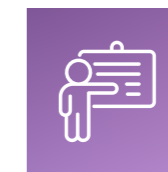
Contracts and engagement terms: Negotiating engagement terms with clients and suppliers, responding to regulatory, supplier and client questionnaires, and providing advice on other agreements.



Regulatory and professional standards compliance: Advising on transparency issues, responding to audits, monitoring regulatory changes, managing internal and external audits, and ensuring accountability and co-operation with our regulators, banks and insurers.



Robust controls: Ensuring implementation and maintenance of effective risk and compliance policies and procedures, systems and controls, including assessing and monitoring modern slavery and other risks in the firm's supply chain.



Training: Providing ongoing training for fee earners, business services employees and induction of new starters.



Diversity, equity & inclusion

Photo by:

Matthew Derrington
Senior Paralegal, Newcastle

Submitted for our competition
to mark Earth Day 2024

Related Sustainable Development Goals:

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

Our approach

Our individual differences, life experiences and unique capabilities are critical to the inclusive culture we foster at the firm. This culture is shaped by a commitment to accountability, robust and transparent reporting measures, policies and practices.

We focus on outcomes and improving processes to deliver equitable outputs and support and train our leaders to lead on activation.

Our mission is to build an inclusive and accessible workplace, delivering diverse outcomes to effect change across our strategic objectives:

Our culture:

Attracting, engaging, and empowering diverse talent at all career levels.

Our clients:

Collaborating with clients on shared focus areas to deliver diverse outcomes.

Our communities:

Representing the communities in which we operate through partnerships and investment.

To deliver our vision across our three strategic objectives, our efforts focus on these key areas:

- 1 Gender diversity
- 2 Race and ethnicity
- 3 LGBTIQ+
- 4 Social mobility
- 5 Disability and neurodiversity

Highlights

Top 50

In *The Times* Top 50 employers for gender equality

8th

Ranked eighth in the Social Mobility Employers Index

Top 30

Top 30 employers for working families

Leader

Validated as a Disability Confident Employer (Level 3)

50/50

Gender representation on our EMEA Management Committee

EMEA

DEI action plans launched for each team

Using data to underpin priorities and deliver diverse outcomes

Gathering and analysing data is critical to track progress, measure the effectiveness of our policies and programme, how we attract, empower and develop diverse talent.

It also highlights the gaps and areas in which we need to improve, and enables us to assess the impact of our diversity, equity and inclusion (DEI) strategy and how we are delivering on the commitments and targets we have made.

It also allows us to take a critical look at what more we need to do to foster an inclusive workplace and take a rigorous review of our core people processes.

Diversity action plans

We have made significant progress as a firm and across the region in fostering inclusion and advancing our diversity targets. To further enhance diversity within our legal and business services teams and support our firm-level DEI goals, we have developed tailored DEI action plans for each team across the region.

These plans are comprehensive people documents that examine the representation of men and women across teams, and currently, ethnicity data is included for the UK. They incorporate various metrics such as utilisation data, ratings, bonus allocation, and promotion data, mapped to gender and career level.

Demographic survey launches for UK and Singapore

To measure the impact of our approach, the support we have in place and to track the demographic make-up of our workforce across the region, we launched a voluntary demographic survey to our colleagues in Singapore and the UK, which resulted in a 75% and 80% completion rate respectively.

Included in the survey are questions relating to:

- Age
- Caring responsibilities
- Disability
- Gender and gender identity
- Race and ethnicity
- Religion and belief
- Sex
- Sexual orientation
- Socio-economic background



Over the past few years, the firm has made significant progress towards our DEI targets. Notably, we have seen a continued increase in the number of women in the partnership, achieved equal levels of representation on the firm's management committee, and diversified our trainee intake. While these positive actions must be acknowledged, it is important not to become complacent.

With access to more robust demographic data, we are now able to understand the unique experiences and needs of our workforce in greater detail.

By committing to this data-driven approach, we demonstrate our dedication to building a more equitable and inclusive organisation for all."



Niall Crowley
Diversity, Equity and Inclusion Manager, London

Measuring progress through resource management

Our resource management team has developed a new DEI dashboard that overlays historic monthly average daily billable hours data by level with gender, working pattern, and ethnicity information (currently UK only). The dashboard aims to analyse utilisation trends alongside DEI data, facilitating informed conversations about trends and identifying necessary actions and will be instrumental in tracking the progress of the agreed actions in the DEI action plans.



We create fair access to opportunities by understanding the career goals and development aspirations of associates, and we match them with business need with an opportunities board that further promotes fair access and equity of opportunity. We balance workloads by closely monitoring high and low utilisation across teams, allowing associates to work with a variety of partners, creating diverse teams for our clients."

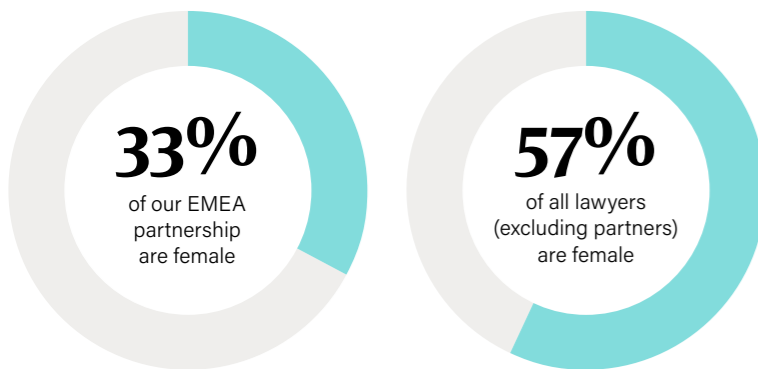


Sam Larkins
Head of Resource Management and Global Mobility – EMEA, London

Gender diversity

Fostering gender equality is a crucial aspect of our DEI strategy. We continue to see positive progress in the representation of women at the highest levels of our firm, supplemented by our established inclusive practices which promote gender equality firm wide.

Our EMEA and UK gender targets are 40:40:20 (40 percent male, 40 percent female, and 20 percent flexible to be truly inclusive, including those who are non-binary), set in 2020.



*accurate as of Nov 2024

UK pay gap report

As part of our wider commitment to improving DEI across the firm, we continue to go beyond the UK's statutory requirements on gender pay gap reporting, and report on ethnicity, sexual orientation, socio-economic background and disability pay gaps. Additionally, we include gender and bonus pay gap data for our UK partners.

[Read our 2023/24 report](#)



Pay gap reporting plays an important role in creating a more equitable and inclusive workplace. By examining the data behind the numbers, we can ensure our policies are truly inclusive and take meaningful action to close these gaps. Tracking the impact on pay gaps throughout the year allows us to continuously reflect on our approaches, ultimately contributing to a fair work environment where everyone has the opportunity to thrive.



Susie Godfrey
Head of Performance and Reward, EMEA, London

Gender equality employer

We were listed as one of [The Times Top 50 Employers for Gender Equality 2024](#) in the UK for its commitment to prioritising gender equality in the workplace. This is a highly profiled and well-established list, published in partnership with [Business in the Community](#), of employers taking action and making gender equality part of their business strategy at all levels. While progress has been made to reduce inequalities in the workplace, gender inequalities are still prevalent in UK workplaces today, especially in times of economic disruption, such as the aftermath of the pandemic and the rise in the cost of living.

Alongside our inclusion in [The Times Top 50 Employers for Gender Equality](#) list, we welcomed guests to our London office for a special launch event, where alongside a panel comprised of other companies featured in the Top 50, we discussed what was needed to continue the push towards a more equal future.

Career Strategies Programme

Our Career Strategies Programmes (CSP) are our leading internal talent programmes - one focuses on gender, which launched in 2010 in Europe, the Middle East and Asia and the other on race and ethnicity and runs annually in the UK. Their purpose is to address gender and racial diversity through the provision of a specialised talent identification and development programme which addresses the barriers to progression and retention of women and Black, Asian and ethnic minority professionals. The programme contributes to the increased number of women partners at the firm and in the UK, 80 percent of new women partners over the past two years are CSP alumnae.

Gender diversity

Paving the way with WeAreTheCity

In 2024, we partnered with [WeAreTheCity](#) to launch the inaugural 'Themis20' listing, recognising 20 women who are paving the way for gender inclusivity in the legal industry.



“

We were delighted to bring together the remarkable women of Themis20 at a special event in partnership with Norton Rose Fulbright and WeAreTheCity, celebrating their outstanding achievements in law. This partnership has been instrumental in shining a light on the exceptional contributions of these trailblazers – women who are not only excelling in their legal careers but also championing gender equality and driving meaningful change across the industry.

Our collaboration with Norton Rose Fulbright reflects our shared commitment to recognising and elevating female talent in law. Together, we created a platform to honour these inspiring individuals, amplify their voices, and facilitate connections that will help shape the future of the legal profession.”

Vanessa Vallely OBE

CEO, Founder, WeAreTheCity

We are proud to have two of our lawyers included in this list for their dedication and commitment to promoting inclusion in the sector and being a source of inspiration for women in law.

“

I was absolutely delighted to be included in the inaugural Themis20 in 2024, namely for my work with our internal Family Matters network and the launch of our Women in Aviation network.

As co-chair of the Family Matters network I have the honour of advocating for improved parental and caring leave policies and promoting a culture that balances client service with family life alongside the brilliant DEI team at the firm.”



Georgie Field

Counsel, London

“

I was very honoured to be included in the inaugural Themis20 in 2024 for the work I have undertaken as co-chair of WiN, the Norton Rose Fulbright women’s network. I’ve been involved in a number of the firm’s key initiatives in relation to gender parity in the past few years, and advocated for changes to be made to our parental policies so that they adequately support colleagues going through fertility treatment. Through this campaign, we were delighted to see the firm increase fertility leave for employees undergoing fertility investigation or treatment.”



Hannah McAslan-Schaaf

Counsel, London

Gender diversity

Signed, Me

Highlighted through our campaigns, our people are at the centre of the conversation, something we believe is key for fostering an authentic, diverse environment where our people can grow, develop and thrive.

To mark International Women's Day and celebrate the achievements of women around the world, we asked our people to write a letter to themselves, sharing personal reflections, untold insights and words of advice to empower and inspire others on their own paths.

From the challenges and turbulence faced and conquered, to celebrations of success and achievements and the importance of role models, friends and support networks, they share their inspiring stories and words of encouragement. For all women.

[Explore the Signed, Me campaign](#)



“
I hope that you are giving yourself the grace and space to make mistakes, learn and grow.”



“
It can be tempting to run away and hide, bury ourselves in work or other vices, ignoring others but our friends are what keeps us sane and balanced.”



Our Signed, Me campaign openly offered the opportunity to women to share insights and advice on what it means to lean into your career and to allow yourself to grow professionally. I wish my 20-year-old self could have benefited from such earnest, wholehearted sharing by other women at the time. I would have gained insights on how to navigate the challenges and self-doubt, as well as useful connections with role models and mentors along the way.”



Niki Alexandrou
Counsel, Athens

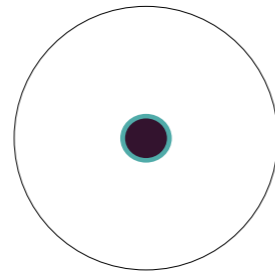
Race and ethnicity

We are committed to the attraction, development and retention of ethnic minority colleagues in our business and increasing representation at all levels.

In October 2020, we set race and ethnicity targets in the UK to improve representation by 2025. Whilst we have made the most progress within our trainee cohort, which has increased by over 10 percent since 2023, we recognise that we still have work to do in this area.

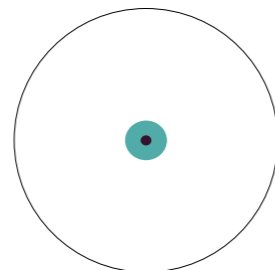
Our focus for the coming year will be to continue improving disclosure of diversity data and introduce a refreshed race and ethnicity strategy for the firm.

Target
15%
Partner - ethnic minority



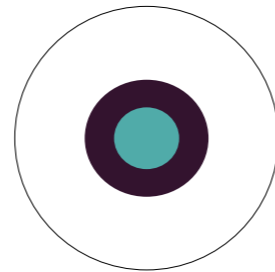
currently
12%

Target
10%
Trainee cohort - Black target



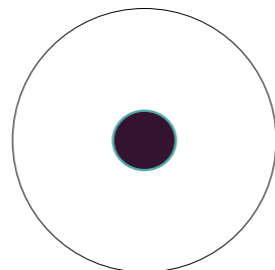
currently
3%

Target
25%
Trainee cohort



currently
43%

Target
25%
Overall workforce - ethnic minority



currently
23%

*accurate as of Nov 2024

Strive and Thrive: For aspiring Black lawyers

Alongside colleagues in our recruitment team, Kehinde Oyebola, a Trainee Solicitor in our London office, organised an insight day to raise awareness of the opportunities available to Black and Black heritage undergraduates who want to pursue a career in law, having been driven by her own experiences and what helped drive her.

Kehinde reflects on what inspired her to help establish this event.

“

I have been fortunate enough to listen to keynote talks from Akima Paul Lambert and Segun Osuntokun (to name just two) and have seen first-hand the impact that hearing from senior Black leaders.

The theme of the event was ‘Strive and Thrive’ to highlight that working at a global law firm is attainable and an environment where Black lawyers can thrive and develop. I am proud that, after a successful first event in November, the Aspiring Black Lawyers Insight Day is now an annual initiative organised by the firm.”



Kehinde Oyebola
Trainee Solicitor, London

Race and ethnicity

In our words

To mark Black History Month in the UK and the Netherlands, we invited our people and their families to reflect on what the month and the theme 'Reclaiming narratives' means to them, discussing generational differences growing up and the importance of telling our own stories. In our words.



Reclaiming narratives is empowering Black people to tell their own stories. Our stories aren't being told by the right people - there isn't that authenticity."



Lamar Mukundi
Solicitor Apprentice, London

[Read our Amplify voices stories](#)



Culture and religion

Spotlight on our networks

Our Diversity networks play a key role in how we foster a sense of belonging and inclusion in our firm. These networks also provide valuable insights and feedback to leadership, helping to shape policies and practices that promote a more inclusive workplace.

J-Net

In 2024, we established J-Net, created to represent and help to address the diverse needs and interests of our Jewish colleagues and friends across EMEA. The network's main aims include:

- Create a sense of community
- Act as a conduit for member's voices
- Raise awareness of the Jewish faith and culture

J-Net co-chairs, banking partner Davide Barzilai and Associate Matt Scott, talk about their experiences and the vital role networks have.

In October J-Net hosted its inaugural event in London to celebrate Rosh Hashanah, and were joined by co-chairs from other diversity networks, including Pride and Family Matters.



We set up J-Net to create a better sense of community and a support network for those within the Jewish community, as well as those interested in learning more about the Jewish faith. In London, we have held socials around key festival dates, and in Milan we arranged a whole office visit to The Shoah Memorial of Milan – ‘Binario 21’.



Davide Barzilai
Partner, London



Through joining J-Net, I have had the privilege of getting to know other Jewish colleagues across EMEA, an opportunity I wouldn't have had without the network's existence. We hope to continue building ties with other diversity networks within the firm and engage with Jewish networks and organisations outside of Norton Rose Fulbright, including our clients.



Matt Scott
Associate, London

Compass

Our Compass network aims to contribute to our diversity and inclusion agenda by supporting and educating both Muslims and non-Muslims through:

- Networking: Building and maintaining an accessible, dynamic and cohesive professional network within the firm which is open to all
- Learning and development: Providing opportunities for professional growth and networking globally, and a forum for learning about Islamic faith, culture and business
- Community: Giving back to the community by raising funds and leveraging the network's collective professional skills and technical expertise
- Business development: Developing relationships with similar client networks and providing opportunities for networking.

The network was also instrumental in establishing a second multi-faith prayer room in London, and also prepared a useful Ramadan guide to help colleagues understand the importance of the holy month, which also provides practical ways to support and show consideration of our colleagues, clients and friends during this time.



Compass aims to support Muslim colleagues by creating networking opportunities.

During Ramadan this year, Compass provided a hot buffet throughout the entire month of Ramadan so that colleagues could come together and break their fast with a warm meal.

The network hosts an annual Eid event, for clients and colleagues, strengthening and fostering relationships.”

Sharmin Begum
Solicitor Apprentice, London



LGBTIQ+

We are committed to creating an inclusive and equitable environment where LGBTIQ+ colleagues can progress and develop their careers, and thrive without fear of discrimination and/or harassment. Through our Pride network and allies across our offices, we amplify the voices of our people to promote the visibility and awareness of LGBTIQ+ issues across the firm.

TheLLP!: A first of its kind leadership development programme for LGBTQIA+ legal professionals

The LGBTQIA+ LegalLeaders' Programme (TheLLP!), platformed by the [City of London Law Society \(CLLS\)](#), ran for the first time in London 2024. Approximately 30 lawyers from 20 London City law firms participated, with its success leading to two award wins (Best LGBT+ Initiative at the 2025 Women and Diversity in Law Awards and the 2025 Legal 500 ESG Awards).

The firm was a key supporter and sponsor of TheLLP!, sending two associates on the programme.

TheLLP! offers LGBTQIA+ lawyers with four to eight years' experience, something unique – a space for transformational development, connection, community and real career acceleration for queer legal professionals.



This kind of initiative would never have been possible when I started my career. I was therefore delighted to be a part of the design and delivery of the inaugural "LLP!". I will never forget the atmosphere in the room – a mix of kindness, support, respect, ambition, inclusion and fun. It was something very special to experience."



Colin Shaw
Head of Learning and Development EMEA, London

Giving back to the community

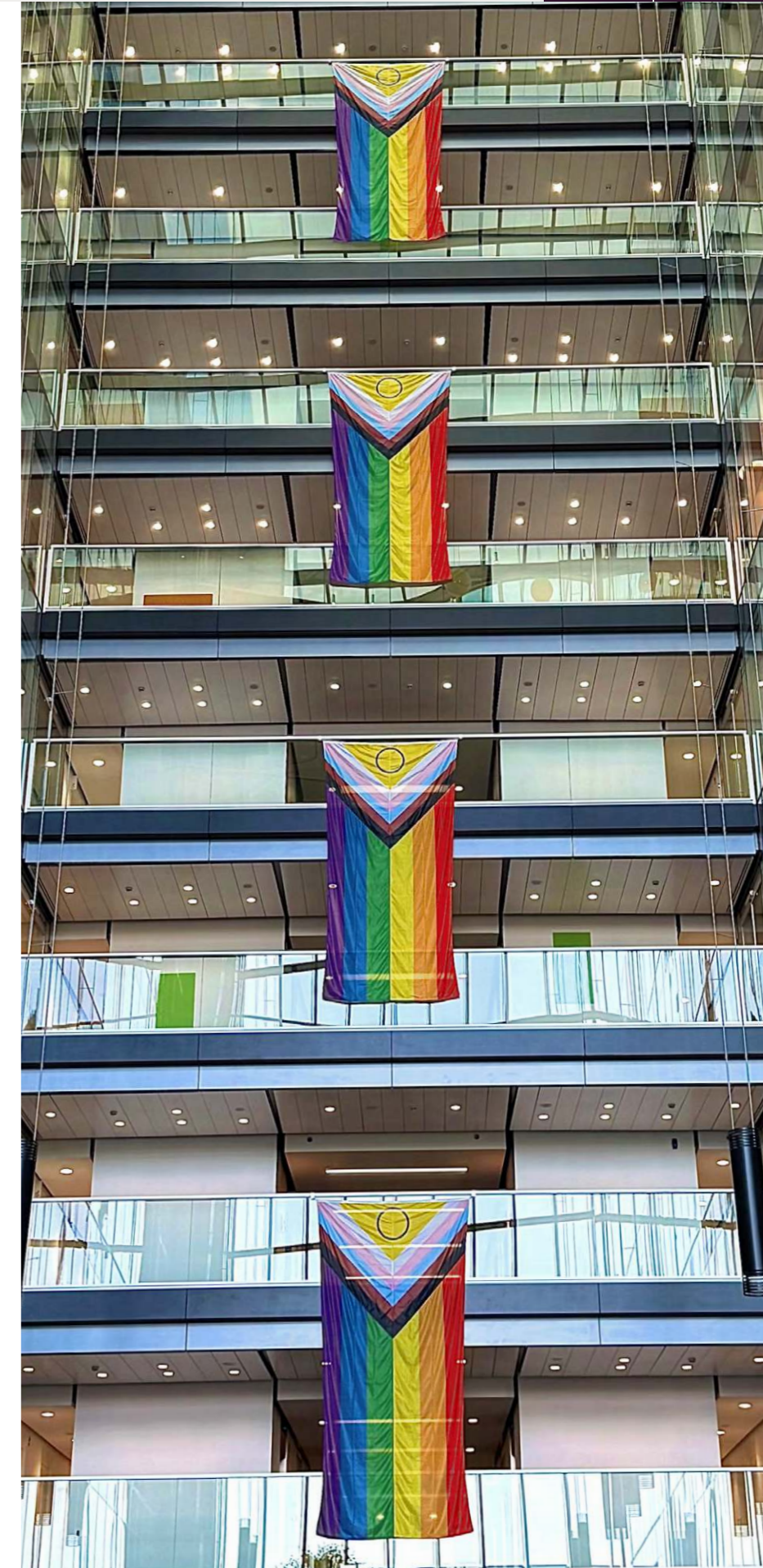
Almost one quarter of homeless young people in the UK identify as LGBTIQ+, and many more are at risk. We partner with the [akt](#) to raise money and awareness of the issues facing some members of the community. This support goes towards helping akt find emergency housing and secure long-term homes, access to mental health support and independent living costs. We have raised money across a number of events in 2024, most notably our flagship Pride events in June.



We are incredibly proud to work in partnership with Norton Rose Fulbright and are so grateful for its continued support of akt and the young LGBTIQ+ people we serve. From generous fundraising and impactful pro bono work to meaningful engagement at events like Norton Rose Fulbright's Pride fundraising activities, its team exemplifies what it means to be an active and inclusive corporate partner.

We're excited to continue building on this relationship and exploring new ways to collaborate to ensure no young person has to choose between a safe home and being who they are."

Alison Braganza
Senior Corporate Partnerships Manager, AKT





LGBTIQ+

Our people. Their stories

To mark Pride Month, colleagues from across the region came together to discuss what Pride means to them, why it remains as important as ever, and to share their stories.



Any institution, any business is better when people feel free to be themselves at work. People are happier, they're more engaged. They're truly connected to the people they work with, and that can only be a good thing."



Rahul Mansigani

Senior Associate and Co-chair of the Pride network, London

[Read our Proud voices stories](#)



Social mobility

We believe that the legal sector should be open to talent from all socio-economic backgrounds, and our programmes aimed at enabling this. Our vacation schemes and training contracts are designed to engage and attract socially diverse, high-performing undergraduates and graduates. But the job isn't done once we've opened the door – ensuring our people have the opportunities to grow and develop is just as important.

We have been named as a top 10 UK employer for social mobility in the Social Mobility Employer Index 2024. The annual Top 75 index, published by the [Social Mobility Foundation](#), ranks employers from across all industries based on the actions they take to be open to talent from all backgrounds and to build inclusive workplaces. As of November 2024, in the UK, 61% of our firm attended a state school with 18% being classified as from a working-class socio-economic background as defined by their highest earning parent's occupation at 14, according to the National Statistics Socio-economic Classification.



Advancing social mobility

Our Advance network champions social mobility within the firm, and ensures we do everything possible to ensure everyone has an equal opportunity to develop to their full potential, regardless of their background, whilst also supporting the firm to widen access to more socio-economically diverse talent.



Advance drives meaningful change within our firm, the legal industry, and the wider community by engaging in initiatives that foster inclusivity and create opportunities for individuals from diverse socio-economic backgrounds to enter and thrive within the legal profession. A significant achievement from the network is the introduction of the firm's Solicitor Apprenticeship Programme, offering an alternative route to qualification as a solicitor, combining hands-on experience with academic learning over six years."

The network is committed to exposing the future generation to the legal sector through engagement in our Early Careers and Social Impact programmes, including Scholars and RISE, hosting skills development sessions, harnessing volunteers for mentoring and engaging in trainee buddy relationships."



Jake Burke
Senior Solicitor Apprentice and Advance co-chair, London



Championing support networks for apprentices



Networking and networking events are crucial in ensuring and maintaining an equitable playing field. At the outset of their journey, apprentices are less likely to have had much of an opportunity to develop an industry support network when compared to peers from more traditional routes – access to such networks being something which can be overlooked but which we believe is vitally important."



Clementine Hogarth
Partner, London

To celebrate both the fourth anniversary of our legal apprenticeship schemes and the second anniversary of the [Legal Apprenticeship Pledge](#), we welcomed apprentices from across the city to our London office for the opportunity to network.



After securing my apprenticeship with the firm, I was nervous to see how it would differ from that of the A-level courses that I had grown so used to. It came with its challenges as any new chapter does, but it was evident from the beginning of my apprenticeship that the support received throughout struck a great balance between independent and on the job learning."



Megan Lock
Paralegal, Newcastle

Disability and neurodiversity

We are committed to promoting a culture of respect for people living with disabilities by removing barriers and challenges they may face in the workplace. Our strategy is twofold: supporting accessibility and adjustments, while becoming confident and knowledgeable about disability.

We successfully achieved revalidation as a Disability Confident Employer (Level 3 - Leader) in the UK.

This status reaffirms our commitment to fostering an inclusive and supportive workplace for all colleagues including those with disabilities and health conditions.

While this is a great milestone for the firm, we appreciate that there is always more work to be done to foster an inclusive working environment where everyone feels valued and empowered.



Championing neurodiversity in the workplace

Neurodiversity inclusion is one of the key focus areas within our wider diversity, equity, and inclusion strategy. By embracing neurodiversity, we can create a workplace that values and supports the unique strengths and perspectives of all individuals and drives innovation and our ability to tackle complex projects, deliver high-quality legal services and find novel solutions.

Through initiatives such as our Accessibility Hub, awareness-raising webinars, and our disability and neurodiversity network, Shine, we demonstrate our commitment to upskilling and empowering our colleagues to foster inclusion at every level.

ADHD and neurodiversity

Our Shine network organise lunchtime sessions to facilitate conversations to ensure our people get the right support when needed and think about how to embed disability inclusive practices in their teams. Colleagues have the opportunity to learn more about the support and resources the firm provides, working with and managing neurodiverse colleagues, including adapting communication styles and the processes around identifying and diagnosing neurodivergence and supporting others.

Driving conversations and challenging stigma

Ang Wadher, Senior Manager – Partner Performance & Development in our London office, is a Co-chair of our Shine network, which raises awareness around disabilities and health conditions within the firm.



As Co-Chair, I've had the privilege of helping drive conversations around neurodiversity - something that is not only deeply personal, but also incredibly important in building a truly inclusive workplace.

Roughly one in four people globally have a neurodiverse condition and yet, neurodiversity is still widely misunderstood or underrepresented in many workplaces. The reality is, we all have brains that are wired differently. That difference shouldn't be hidden or 'managed' - it should be normalised, understood, and celebrated.

Through Shine, our internal inclusion network, I've helped create spaces to do just that. From guest speakers and chat forums to roundtables and lunch-and-learns, we've aimed to raise awareness, challenge stigma, and foster open conversations. These initiatives don't just benefit those who identify as neurodiverse – they help all of us better understand each other and work together more inclusively.”



Ang Wadher

Senior Manager - Partner Performance & Development, London

Shine

Disability and neurodiversity



Our new Accessibility hub is a key resource for supporting our people through accessibility and neurodiversity support. It aims to foster an accessible and supportive work environment through invaluable guidance to ensure everyone can participate fully. This hub is designed for everyone, ensuring that all employees, regardless of their needs, have access to the support and resources necessary to thrive in our inclusive environment.”



Dan MacDermid
Diversity, Equity & Inclusion
Assistant, Newcastle

Accessibility hub

In partnership with Shine, we launched an Accessibility hub to support all of our colleagues, particularly those who identify as neurodiverse, across EMEA. The hub aims to embed greater accessibility into all of our communication channels, technologies, and events, and provide additional guidance on how to implement them.

The Accessibility hub aims to support colleagues in:

- **Creating accessible meetings (in-person, hybrid and online)**
- **Creating accessible documents**
- **Adjusting their software**
- **Understanding what support is available for neurodiverse colleagues**
- **Upskilling and raising awareness on accessibility and neurodiversity**
- **Ensuring our events, meetings and documents are accessible is imperative to fostering inclusivity**

WELCOME TO THE ACCESSIBILITY HUB

The Hub has been created to build greater accessibility in all aspects of our communications, technology and events and support everyone on implementing best practice accessibility guidelines. We know that our neurodivergent colleagues will also find much of this information useful. More than 1 billion people around the world live with a disability, and at some point, most of us likely will face some type of temporary, situational or permanent disability.

The accessibility hub is an inclusion tool to:

- Create accessible meetings (in-person, hybrid and online)
- Create accessible documents
- Adjust your hardware and software
- Understand what support is available for neurodiverse colleagues
- Upskill and raise awareness on accessibility and neurodiversity

We hope you find these resources useful. These sources of information are a mix of internal documents and downloadable content from Microsoft. If you have any feedback on the hub, please do get in touch with the contacts at the bottom of the page.

Family and carers

We are aware of the demands placed on lawyers across the sector, with long hours and prolonged time away from loved ones often seen as a necessary sacrifice in the pursuit of success. As an industry, we need to do more, but as a firm we endeavour to create a family-friendly environment where our people can thrive, whilst balancing family commitments.



Family Friendly Workplaces UK

Alongside [Working Families](#), we are proud to be a supporting partner on the launch of [Family Friendly Workplaces UK](#), a new certification helping employers create truly family-friendly and inclusive workplaces.

After four years of successfully driving policy change in Australia and helping over 650 organisations assess and enhance their family-friendly work practices, Family Friendly Workplaces has partnered with UK national charity Working Families to expand the reach of the initiative to benefit employers and families in the UK. The certification provides employers with a rigorous, evidence-based framework to assess and enhance their policies, ensuring they support employee wellbeing, promote inclusivity, and contribute to business success.



At Working Families, we work closely with law firms to support the development of family-friendly workplaces and to deliver our free legal advice service, so it's fantastic to see Norton Rose Fulbright leading the way with their certification.

For too long, businesses have lacked a clear, evidence-based framework for what truly makes a workplace family-friendly. The Family Friendly Workplace certification changes that. By giving employers the tools to assess, improve, and embed family-friendly policies, we're helping to create workplaces where parents and carers can thrive while fulfilling their caring responsibilities. In turn, businesses will see higher retention, engagement, and productivity, and create a culture where employees feel valued and supported."

Jane van Zyl
CEO at Working Families

Working parents programmes

Our enhanced family leave benefits now includes a variety of parental coaching sessions offered through our partnership with Executive Coaching Consultancy (ECC). This includes pre-leave and post-leave coaching for our people taking longer leave periods, and short-leave workshops. These are available to all parents across the EMEA region, and are there to support them whilst managing pivotal transitions, balancing work and family, as well as supporting their wellbeing.



We at ECC are delighted to be partnering with Norton Rose Fulbright in offering your expectant and new parents in the UK and Europe the support you need to manage this pivotal transition in your personal and professional life. The Workshops available to you have been tailored for Norton Rose Fulbright and are run by an executive coach, who, as an ex-lawyer, understands the unique pressures of your environment. It's an opportunity to meet with colleagues at a similar transition stage, share experiences and come away feeling empowered with tools to balance work and life."

Melany Green
Client Lead & Executive Coach,
Executive Coaching Consultancy

Family and Carers

Embracing paternity leave

Mike Bridges, a Senior Client Relationship Manager in our London office, recently benefited from the change in our paternity leave policy, which increased to six weeks fully paid in January 2024, as part of broader changes to our EMEA family policies which better support parents and carers.

“My daughter was born last year, so I was able to take six weeks of paternity leave, which enabled us to get into a routine and allowed me to concentrate on my family without worrying about sleep deprivation and work and gave me time to bond with my daughter. Returning to work was something positive that I looked forward to this time around, rather than feeling rushed into coming back.”

Mike’s first experience with his son in 2021 was quite different.

“We spent a week in the ICU when my son was born in 2021 which, at the time, was half of my paternity leave gone, and I felt guilty about going back to work after only two weeks, leaving my wife to care for this tiny little human. I felt it wasn’t long enough to enjoy this special time and therefore felt it important to influence our policies through our family network, to help support new parents in the future.”

Mike hopes others follow in his footsteps and take full advantage of the firm’s new policy.

“You don’t get this time back again when your kids are older, and your clients and work will be waiting for you when you get back to the office. Many client contacts were very supportive of me taking paternity leave, and I received several messages of congratulations and well wishes upon my return.”



Both my wife and I have full-time legal careers. There is no reason why she should be expected to shoulder 100% of the childcare, but if fathers go straight back to work in those early weeks, it sets the balance for the coming years.”



Mark Maurice
Partner, London



Sharing the parental leave acknowledges and enforces that both parents’ contributions at work and at home are equally valued and are equally significant.”



Shiv Daddar
Counsel, London

[Read more paternity leave stories](#)



Wellbeing

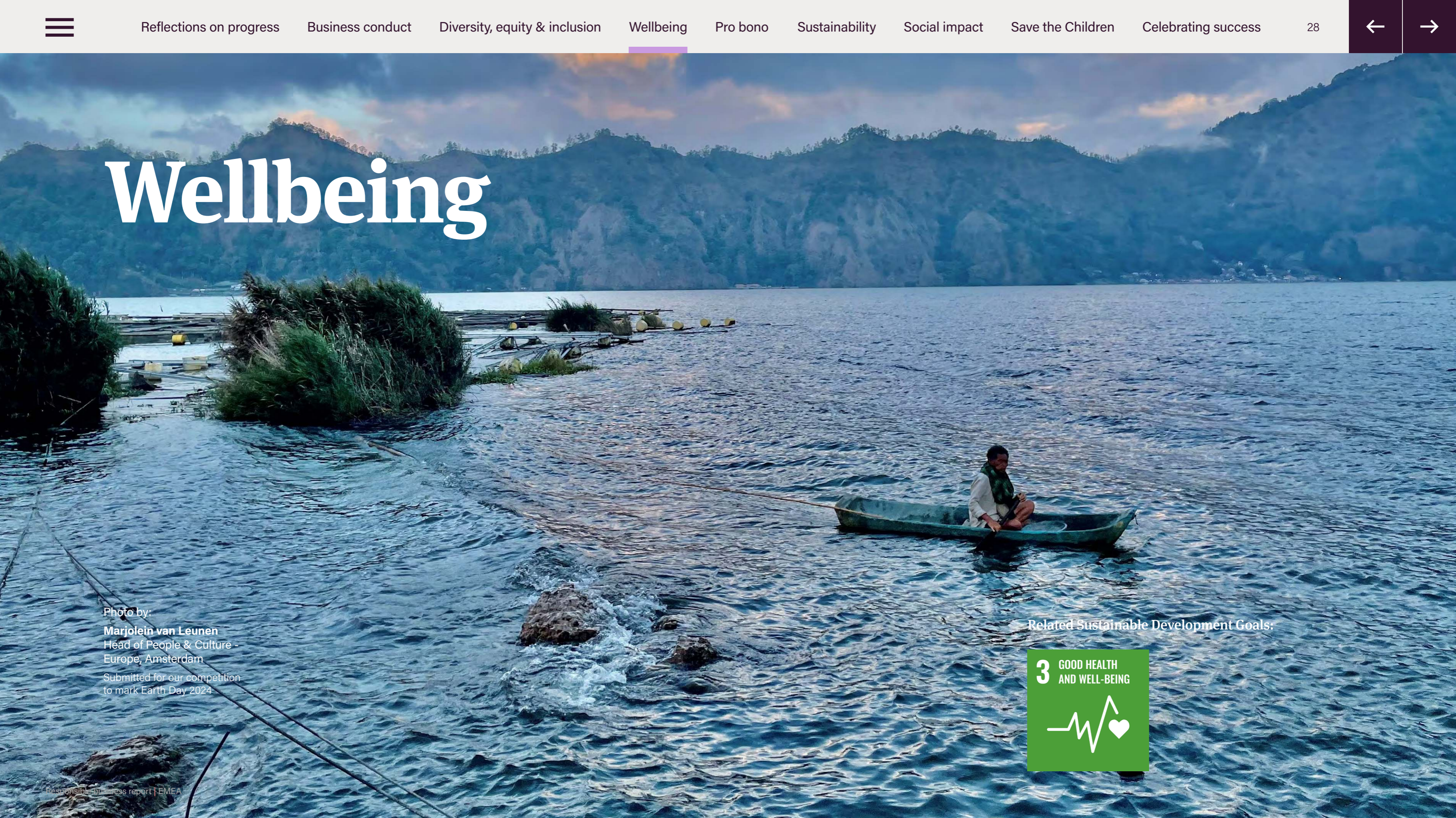


Photo by:

Marjolein van Leunen
Head of People & Culture -
Europe, Amsterdam

Submitted for our competition
to mark Earth Day 2024

Related Sustainable Development Goals:



Our approach

Our wellbeing strategy includes a comprehensive resilience, mental health and wellbeing strategy, coupled with our commitment as a signatory to the Mindful Business Charter.

We recognise that we all need support at some stages throughout our lives, and therefore having access to the right tools and support is crucial for our people.

Our initiatives

Our initiatives focus on fostering a workplace where mental health is supported and understood without stigma. These include:

- Implementing a **stress management** policy and fostering agile and **hybrid working** practices
- Providing **menopause, fertility, and carers** leave policies
- Training **Wellbeing Champions** (WCs), who are available to provide immediate support and guidance
- Setting up a **Wellbeing Champion Committee** to support WCs and share best practice across the region
- Easy access support for our people through our **Health and Wellbeing hub**
- Monitoring working hours to **prevent overworking and burnout** through our Resource Management function
- Training to equip **partners and managers** with the skills to support mental health and wellbeing
- **Benefits** aimed at supporting the physical and mental health of our employees, including an Employee Assistance Programme, a 24/7 helpline, private medical benefits and workplace counselling
- **Wellness rooms** in the UK offices which are designed to support wellbeing and a Parents' Room in the London office dedicated to breastfeeding individuals and colleagues returning from parental leave

Breathe

Breathe is our diversity network, focusing on mental health. It is led by a steering group of volunteers sponsored by James Bateson, our Global Head of Financial Institutions based in London

Breathe is an inclusive network providing all colleagues with an open forum for discussion about mental health issues. Working closely with the Diversity, Equity and Inclusion and Health and Wellbeing teams, Breathe's ultimate goal is to support and assist in the delivery of the firm's wellbeing strategy.



One in four adults in England and Wales experience a mental health problem each year. The Breathe network is a place where everyone is welcome to listen and share experiences around mental health. We bring people together to talk about support mechanisms and ideas for change. I volunteered to co-chair the network because I recently gained a mental health qualification, with the firm's support. I'm looking forward to speaking to people across the firm about their mental health (and mine!) and to working with the Breathe committee to provide a positive space for all."



Sally England
Learning and Development Manager,
Breathe Co-Chair, London

Breathe

Health and wellbeing

Wellbeing Champions

Trained colleagues across EMEA who act as first point of contact for their colleagues for health and wellbeing support and signpost to relevant resources.

Wellbeing Champions Committee

Oversees and advocates for the Wellbeing Champions community. Cascade information and provides feedback.

Responsible Business & Wellbeing team

Leads on organisation of firm-wide for health and wellbeing activities, initiatives and events. Co-ordinates Wellbeing Champions' training.

Health & Wellbeing core working group

Core working group made up of colleagues across EMEA to feed into health and wellbeing agenda.

Wellbeing champions

A core part of our strategy is educating our people not only on the issues, but on spotting the signs when someone is struggling and needs help. By democratising this knowledge across the business more broadly, we can start more conversations and help to destigmatise mental health.

Our Wellbeing Champion training aims to upskill and educate colleagues on mental health. This will replace the existing Mental Health First Aider training, offering a more holistic and time-efficient approach. Wellbeing Champions will gain the knowledge and skills to address various aspects of mental health, fostering open conversations and providing insightful guidance. This broader focus ensures better support for our colleagues and a more inclusive workplace.

Partner workshops

As part of our commitment to fostering a supportive and high-performing environment, we introduced mental health workshops for partners. This initiative recognises the vital role our leadership plays in shaping workplace culture and supporting the wellbeing of our people.

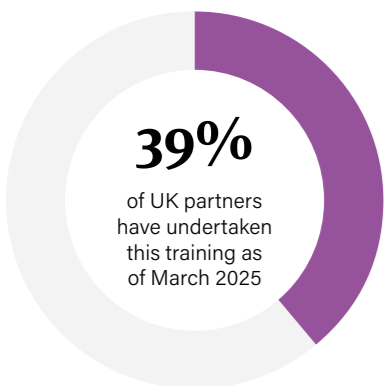
The training equips partners with the knowledge and tools to identify early signs of mental health challenges in themselves and their teams. The sessions also address the unique pressures of legal practice and improve partner understanding of the firm's duty of care and what is expected of partners as leaders of the firm. This training will be rolled out to partners across EMEA in 2025 and beyond.



As part of our high-performance, high-support culture and advancing our approach to health and wellbeing, embedding mental health awareness into leadership practice is crucial. We believe our partners and leaders have a key role to play in reducing stigma, promoting open dialogue, and fostering an environment where everyone can thrive both personally and professionally."

Kate Evans

Chief People Officer - EMEA, London



Partnering with Norton Rose Fulbright throughout 2025 has been a genuine pleasure. In October 2024, we launched a pilot mental health and wellbeing training programme for managers and employees, aligned with World Mental Health Day. From the outset, the firm demonstrated a clear and authentic commitment to the initiative. Sessions have been consistently well attended, and employees are actively encouraged to engage. Seeing their wider wellbeing offering being refreshed and expanded is also encouraging. I'm excited to see how the business continues to grow and evolve in this space into 2026."

Ruth Cooper Dickson

Keynote & Wellbeing at Work Expert



I have been a part of the Wellbeing Champions community for over two years, and I am really excited about taking a more active role in helping to shape the firm's wellbeing initiatives. My interest in this area stems from my background in Resource Management, which showed me how vital wellbeing is to individual and team performance.

In teams where a culture of resource sharing is prevalent and where flexible working is supported and encouraged, the overall team utilisation is consistently higher. On the other side, I also witnessed how damaging conditions like anxiety and burnout can be to performance and team morale. This new role is a fantastic opportunity to apply my insights and passion for wellbeing to help create a healthier and more sustainable workplace. I am thrilled to see wellbeing placed at the forefront of our business priorities."



Justina Seikyte-Dunham

Interim Wellbeing Manager, London

Fertility in the workplace

Many people experience challenges with fertility throughout their lives, yet it is often not talked about. Managing and normalising fertility challenges within a work context is one of the ways we are supporting our people and help reduce the impact this can have on their physical and mental wellbeing.

We invited In/Fertility in the City, a podcast dedicated to exploring the relationships between fertility and work and how to manage this effectively, to film a live podcast and panel discussion in our London office. The panel of guest speakers were joined by Kate Evans, Chief People Officer - EMEA, and Alex Blaney, Partner, to share their own lived experiences as part of an honest and open discussion.

[Listen to their discussion](#)



Introducing JAAQ – Just Ask A Question

To help advance our approach to health and wellbeing, we recently partnered with JAAQ at Work, (Just Ask A Question), a pioneering platform dedicated to supporting mental health and wellbeing.

JAAQ at Work offers a comprehensive range of mental health and wellbeing topics, providing trusted information and real-life experiences all in one convenient place. Covering more than 100 topics, the platform provides answers to more than 20,000 questions in the form of short videos, by leading experts with real-life experiences.

To improve our approach to mental health and wellbeing at work, the platform will provide us with helpful (anonymised) data to allow us to identify any trends or issues in the workplace that we can address as a firm.



Mindful voices

World Mental Health Day and Mental Health Awareness Week provide an opportunity for us to pause and reflect on mental health.

The need for workplaces to focus on mental health has never been greater, and increasing our awareness of the mental health issues people face is an important step towards better understanding how we can support each other.

Through our Mindful voices series, our people are sharing their mental health journeys – what they do to manage and prioritise their mental health, and ways to be mindful of the wellbeing of others. We invite you to read their stories and encourage open communication about wellness and mental health issues in the workplace, and in the legal profession.

Breaking the silence: Empowering minds, embracing wellness

Shining a light on some of the challenges of addressing mental health issues in the workplace, Jamie shares her experience building up the courage to speak to someone, and the importance of reaching out for support.



Our struggles do not define us; rather, they are testament to our strength and resilience. Celebrate the wins and keep pushing forward. After all, in our shared experiences, we find the strength to keep going – and that’s something worth celebrating.”



Jamie Sandys,
Executive Assistant,
London

[Read Jamie’s story](#)

Financial wellbeing for NQs

Supporting the financial wellbeing of newly qualified lawyers

As part of our commitment to supporting the financial wellbeing of our newly qualified (NQ) solicitors, we have implemented a series of financial wellbeing sessions with a Financial Conduct Authority-regulated regulated financial planner as part of their enhanced transition.

These sessions are designed to provide valuable insights and practical advice, focusing on financial planning options, including mortgages, savings, debt management, tax implications and market trends relevant to financial wellbeing ensuring that our NQs are well equipped to make informed financial decisions as they embark on their professional careers.

In addition to the group sessions, we offer one-to-one consultations to address individual financial concerns and provide personalised guidance.

The positive feedback and high participation rates highlight the effectiveness of our financial wellbeing initiatives. We remain committed to providing ongoing support and resources to ensure the financial health and stability of our NQ solicitors.



The NQ financial wellbeing sessions, both group and one-to-one, were incredibly valuable and different from any other kind of formal briefing I’ve experienced at the firm. It’s a topic which can feel quite alien and difficult to discuss, but the group session was presented in a relaxed and easy to understand manner and covered key topics such as pensions, taxation and savings. The one-to-one meeting was especially useful, as it gave a private environment to discuss specific personal queries.”



Rebecca Bell
Associate, London





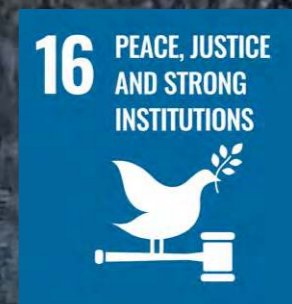
Pro bono

Photo by:

Lorraine Viard
Associate, Paris

Submitted for our competition
to mark Earth Day 2024

Related Sustainable Development Goals:



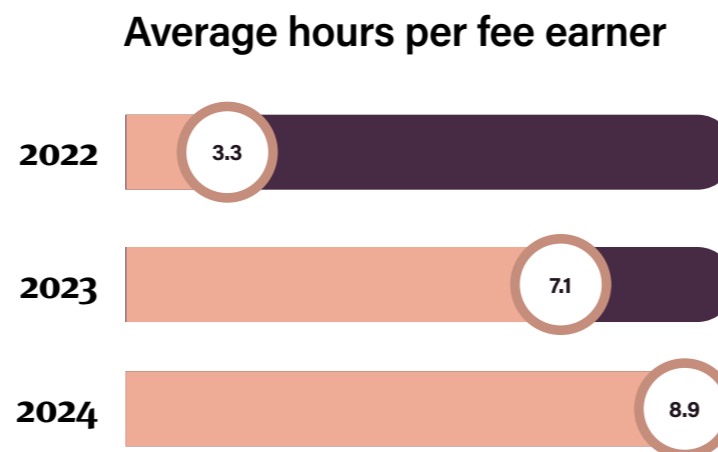
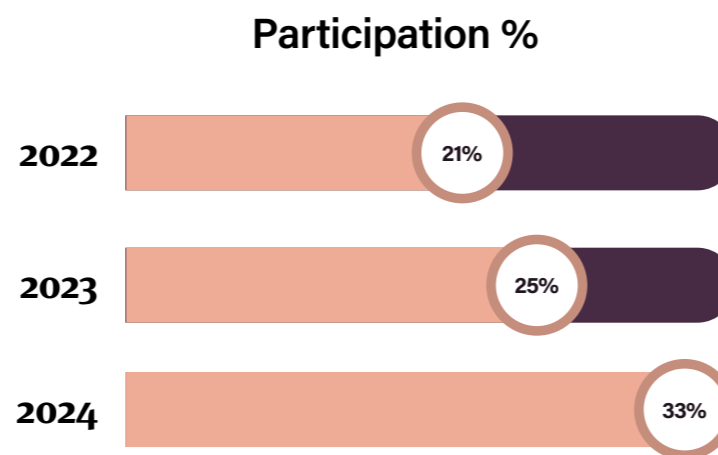
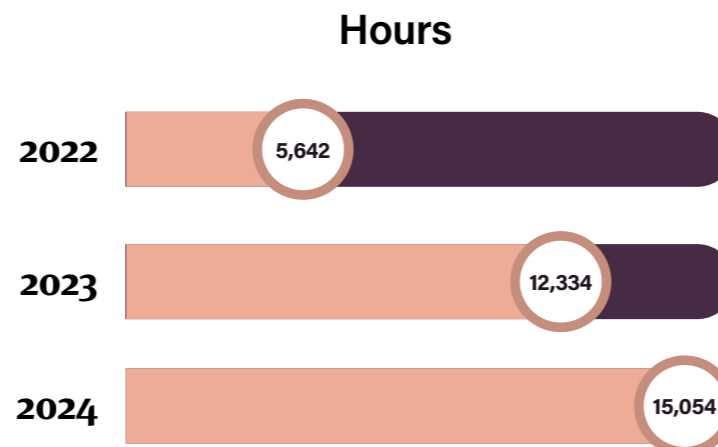
Ensuring access to justice and upholding the rule of law

After appointing our first full-time Head of Pro Bono in 2022, we further strengthened the practice team in 2024-25 with the appointment of three more key roles: a full-time pro bono Associate, a Paralegal and a part-time Senior Associate.

The growth in the team has facilitated more lawyers than ever getting involved in our programme and the development of new client relationships across the region. This is reflected in our data from the previous calendar year and the year-on-year trends since 2022.

We were also delighted to celebrate the second year of the England and Wales Pro Bono [Recognition List](#) with 59 of our lawyers making the list for having recorded over 25 hours of pro bono time each. This is deserved recognition of their efforts to serve our pro bono client community.

We are also a Signatory to the Law Society of England & Wales Pro Bono Charter.



Awards

Winner

Pro Bono Award - Lexis Nexis Awards 2024

For our work with European Lawyers in Lesvos and alongside other firms on the Ukraine Pro Bono Collaborative, an initiative to provide free legal advice to Ukrainian refugees in Warsaw on their rights under Polish law.

Highly Commended

FT Innovative Lawyers Awards Europe 2024

For our innovative pro bono work in support of three non-profit organisations – Save the Children, Just For Kids Law and the Children's Rights Alliance for England – in their roles as core participants in Module 2 of the UK Covid-19 Inquiry.

Read more about our work on the Inquiry here: [“Lawyers turn to AI to expand pro bono work”](#), by Kate Hodge, Special Report, FT.com, September 13, 2024. © 2024 Financial Times Ltd.

Our strategic charitable partner: Pro bono support for Save the Children

Since our strategic partnership launched in June 2021, we have worked with Save the Children on a range of innovative and impactful pro bono projects, contributing to its mission to secure and protect children's rights.



We've been able to call on lawyers from across Norton Rose Fulbright's offices and practice areas whenever we've needed, and it really feels like no ask is too big or too complex.

The advice we receive is invariably of the highest quality and clarity, and this has enabled us to achieve a great deal together towards our shared goal of supporting more children in need and amplifying their voices where and when it counts. We are truly very excited about what more we can do, together, in 2025 and beyond.

Bonike Bracewell

General Counsel and Company Secretary,
Save the Children UK



Save the Children

Module 8 of the Covid-19 Inquiry

Referred to as 'the Children's Module', Module 8 of the UK Government's Public Inquiry into Covid-19 centres on the impact of the pandemic on children and recommendations for the future. Alongside other Children's Rights Organisations (CROs), Save the Children is a core participant in this Module, working to ensure the voices of children are heard.



The pandemic significantly impacted a whole generation of children and young people. Module 8 is an important opportunity to examine in depth exactly what happened, and make important recommendations for the future. I am pleased to use my time and experience to work with the rest of the Norton Rose Fulbright team advising the Children's Rights Organisations on this.



Mark Mills

Counsel, London

Matter Hub

We implemented a technology solution for Save the Children's Legal and Compliance team, named Norton Rose Fulbright Matter Hub. This enables the more efficient management of legal and compliance matters and enquiries that Save the Children UK's team handles on an ongoing basis. Norton Rose Fulbright Matter Hub helps ensure a transparent allocation of work, a more streamlined document management process, and better visibility of the volume and type of work coming into the team.



The solution has created more time for us to focus on more complex work and a set of data which enables us to draw useful insights to support the business with better prioritisation and planning.

Clare Adam

Deputy General Counsel,
Save the Children UK



I firmly believe that, as lawyers, we have a moral duty to use our knowledge and expertise to give back to society. So when the opportunity arose to be seconded to Save the Children, I jumped at the chance.

Before joining the team, I had a general understanding of Save the Children's work, but I have been struck by the sheer scale and breadth of their initiatives and how dynamic each day can be. One of the most rewarding aspects has been participating in high-level negotiations with the charitable arms of global organisations. Seeing how collaboratively these discussions unfold, with all parties aligned in their commitment to a shared mission, has been particularly inspiring.

Experiencing firsthand the impact that pro bono work can have on organisations like Save the Children has been incredibly fulfilling. Knowing that I have played a small part in supporting Save the Children's vital efforts has only reinforced my commitment to pro bono work, along with my belief in the power of lawyers to drive meaningful change.



Aoife Martin

Associate, London
Save the Children Secondee

Global projects

World Bank – Women, Business and the Law Report

As a global partner of Women, Business and the Law (WBL), a World Bank Group initiative, we are committed to advancing research and policy discussions on women’s economic empowerment. Each year, WBL tracks legal frameworks affecting women’s economic opportunities worldwide, and our firm has been a long-standing pro bono contributor to its data collection efforts.

In 2024, our involvement significantly expanded, with 14 of our EMEA offices contributing research. Our teams also collaborated with in-house counsel from two international banks and a major insurance client.

[Visit World Bank](#)

“

This project has been a rewarding experience, thanks to the dedicated volunteers. By delivering timely and accurate research, their collective action has advanced the World Bank’s report on the empowerment of women by highlighting how far we have come and where more work is needed to further gender equality.”

Serena Or
Senior Associate, Munich

“

The insights gained from our global network, including attorneys from 14 Norton Rose Fulbright offices, help us provide evidence for reforms in countries across the world, highlighting real challenges that women face and providing solutions for how to overcome them”.

Julia C. Braunmiller
Senior Private Sector Development Specialist, World Bank

AsyLex

The Rights in Exile (RiE) platform strengthens the legal protection of refugees by providing access to legal information, connecting legal aid providers and centralising critical resources. In response to frequent requests from LGBTQI+ individuals facing persecution, this project enhances support for LGBTQI+ refugees and asylum seekers through targeted research and resource development. A key focus is the expansion of the Sexual Orientation and Gender Identity (SOGI) Country List, providing country-specific legal and safety information.

Our work initially focused on seven priority countries with 28 colleagues from nine Norton Rose Fulbright offices across EMEA working to equip refugees and legal advisers with vital tools to navigate asylum processes and access protection.

[Visit AsyLex](#)

“

I am incredibly proud of the dedication and hard work of our volunteers across EMEA who have contributed to the Rights in Exile pro bono project. Their contributions will provide critical support to those facing persecution, particularly within the LGBTQI+ refugee community. The project should ensure greater safety and protection for those who need it most.”

Michael Black
Partner, London

“

Thanks to powerful collaborations with global firms like Norton Rose Fulbright, AsyLex, can continuously update its tech-driven resources, including the SOGI database on the Rights in Exile platform. This collaboration helps expand access to critical legal information and local representation for refugees worldwide, all at the click of a button.”

Joëlle Spahni
Head of International, AsyLex



European Network on Statelessness

The Statelessness Case Law Database is the first ever free online resource dedicated to case law on statelessness, managed by the European Network on Statelessness (ENS) with contributions from members and pro bono partners.

Our volunteers research and summarise key cases, helping expand this vital tool. As a comparative tool, the database enhances legal expertise, tracks judicial trends, and supports advocacy for stronger protections. By improving access to legal precedents, it strengthens efforts to secure justice for stateless individuals across Europe.

[Visit European Network on Statelessness](#)

“

Norton Rose Fulbright’s support has been invaluable in expanding the coverage of the Statelessness Case Law Database, making it a richer and more effective resource. Its research and contributions have been essential in developing legal briefings, information tools, and litigation support across Europe, filling critical gaps and strengthening efforts to hold governments accountable.”

Alexia Tizzano
Legal Coordinator, European Network on Statelessness

UK projects

North East Law Centre Civil Advice Clinic

We launched a new partnership between our Newcastle office and the North East Law Centre (NELC) to provide civil law legal advice to the local community. The clinics run every fortnight and cover a wide range of civil matters. The clinics are staffed by Norton Rose Fulbright associates and paralegals from our Newcastle office.

[Visit North East Law Centre](#)



Our partnership with Norton Rose Fulbright provides essential legal support, allowing our clients to navigate complex legal issues that most of them might otherwise not be able to afford, and enabling NELC to further our charitable mission of increasing free specialist advice in the North East."

Michael Fawole
Director, North East Law Centre

Not Beyond Redemption

We partnered with Not Beyond Redemption (NBR) to allow it to extend its services to the North East of England. NBR volunteers meet mothers in prison and provide ongoing support and advice to them on their rights with the aim of reconnecting them with their children.

NBR was highly commended at the LexisNexis Legal Awards 2025.

[Visit Not Beyond Redemption](#)



Norton Rose Fulbright's volunteers have allowed us to expand our clinic work to HMP Low Newton in Durham and ensure that we can operate nationwide. The volunteers form an essential and integral part of our work and will make the difference to so many women's and children's lives."

Miriam Gitlin
Supervising Solicitor,
Not Beyond Redemption

Newcastle



London



Prisoners' Advice Service

We partnered with Prisoners' Advice Service to grow its programme signposting support to adult prisoners across England and Wales. Queries range from conditions of imprisonment, human rights and the application of prison law.

[Visit Prisoners' Advice Service](#)



As a small charity, we rely on volunteers to allow us to respond to our clients in a timely manner. The assistance of volunteers from firms like Norton Rose Fulbright is essential to our work and to the vulnerable clients we serve."

Ben Blackwell
Office and Advice Line Manager,
Prisoners' Advice Service

University House Welfare Benefits Appeals

We advise appellants in the Social Security Tribunal to appeal decisions to remove or deny their in-work benefits. The service ensures appellants understand their rights and are able to articulate the impact of their conditions to support the tribunal's decision making.

[Visit University House Welfare Benefits Appeal](#)



Our partnership with Norton Rose Fulbright has significantly expanded our capacity to support vulnerable individuals facing welfare benefit appeals. The volunteers' hard work and dedication have made a tangible difference, helping our clients navigate complex legal challenges and secure vital financial support."

Sorina Trimbitas
Senior Paralegal and Project Coordinator,
University House Welfare Benefits Appeal



QMUL Law for the Arts Legal Advice Clinic

We have supported the Queen Mary Legal Advice Centre's 'Law for the Arts' initiative, which provides access to legal advice on IP rights for the artistic community. Our London IP team attends the clinic on a monthly basis in these areas.

[Visit QMUL](#)



My student adviser explained the legal aspects of my situation very clearly and in detail and offered comprehensive advice on how to proceed. I feel empowered to take her advice and find a positive resolution to my situation. I am extremely grateful this service exists."

A Law for the Arts client

EMEA projects



The Brussels Refugee Legal Helpdesk

The Brussels Refugee Legal Helpdesk, a Brussels Bar-led initiative, was established to address Belgium's refugee reception crisis. Our team, working alongside translators, provides frontline legal assistance to individuals denied access to shelter, offers guidance on the asylum process, and refers applicants to NGOs providing emergency services such as food, clothing, and medical aid.

[Visit The Brussels Refugee Legal Helpdesk](#)



The firm's pro bono assistance has helped us deliver support effectively to countless asylum seekers, ensuring they receive accurate guidance on their rights and available legal remedies. This partnership has also actively contributed to reaching the significant milestone of 10,000 cases handled by the Helpdesk."

Hassan Ahmed
Coordinator, The Brussels Refugee Legal Helpdesk



The Restart Project

The Restart Project is a charity aiming to put an end to the throwaway economy. Our colleagues in Brussels utilised their experience by advising the organisation in relation to the recent EU Right to Repair Directive, which mandates manufacturers to offer repair services and sell spare parts at "a reasonable price.

[Visit Restart Project](#)

Brussels

Amsterdam

Warsaw

Stichting New Shoes

We supported on the establishment of Stichting New Shoes, a foundation dedicated to helping homeless people by providing them with new shoes during the winter and a full shopping experience. Their first major initiative took place in early 2025, when they successfully distributed 541 pairs of shoes across six cities in the Netherlands.

[Visit Stichting New Shoes](#)



Every journey starts with a first step. Norton Rose Fulbright was right beside ours. A great guide towards our goals."

Jasper van Schie
Founder and Director, New Shoes

Bureau Clara Wichmann

Bureau Clara Wichmann is a renowned non-profit organisation dedicated to advancing gender equality and improving the legal and social position of women in the Netherlands. We were thrilled to be able to continue our support of the foundation by advising on corporate governance and internal policies.

[Visit Bureau Clara Wichmann](#)

Ukraine Pro Bono Collaborative (UPBC)

Lawyers from our Warsaw office assist Ukrainians and other refugees to navigate legal procedures in Poland. In 2024 alone, the Warsaw office provided over 560 pro bono hours.

The UPBC project has won multiple international awards, including the [2024 LexisNexis Pro Bono Award](#).

[Visit European Lawyers in Lesvos](#)



In total, lawyers from Norton Rose Fulbright and five other participating firms have provided crucial legal advice to over 10,000 refugees from Ukraine since 2022, enabling them to navigate the complex Polish legal system, uphold their rights and receive the support to which they are entitled."

Phil Worthington
Managing Director, European Lawyers in Lesvos

EMEA projects

Handicap International

We advised Handicap International, which aims to help people with disabilities in situations of poverty and exclusion, conflict and disaster.

[Visit Handicap International](#)

Oxus

We also advised Oxus, a microfinance network offering microcredits and other financial inclusion services to individuals, workers and small and medium enterprises that are excluded from the traditional banking services.

[Visit Oxus](#)



It has been a great privilege to have worked with both Oxus and Handicap International over many years and to see the growth in our pro bono in Luxembourg built around these core clients. I am pleased also to be a founding member of the new Pro Bono Luxembourg Association, which will support the promotion and development of pro bono in Luxembourg.

Florent Trouiller
Partner, Luxembourg

 **Frankfurt**
Luxembourg

Die Arche

We assisted Die Arche Frankfurt in navigating the introduction of new internal cloud-based systems, providing legal guidance on potential privacy implications under German law. Our support included drafting a legitimate interest assessment to address the handling of personal data, particularly that of children and parents.

[Visit Die Arche](#)



The co-operation with Norton Rose Fulbright in the area of data protection law helped us with the introduction of Microsoft Office 365. We have a better understanding of the legal issues surrounding this system and what we should pay attention to. The exchange with Norton Rose Fulbright was therefore very beneficial for us overall.

Daniel Schröder
Regional Director, Die Arche

 **Bangkok**
Singapore

Steps Social

Steps is a B corp that works to foster a world where individuals with neurodivergence are fully empowered. Our team in Bangkok assisted this organisation by reviewing template data deposit and data use agreements.

[Visit Steps Social](#)



We are proud to contribute our knowledge to this meaningful initiative. It is a privilege to play a role in advancing such an important cause.

Methawat Wongsuwat
Associate, Bangkok

Justice Without Borders

We have formed a partnership with Justice Without Borders through which our lawyers have volunteered to lead a series of 'know your rights' workshops for migrant communities in Singapore. These workshops ensure that migrant domestic workers are aware of their basic employment rights and steps to take if they are faced with related issues.

[Visit Justice Without Borders](#)



Amidst the busyness of our day-to-day work, it is important to step back and consider how we can contribute to society through the practice of law. I am glad we had the opportunity to come alongside Justice Without Borders in that regard, to help accomplish its mission of serving the migrant domestic worker community.

Wilson Ang
Partner, Singapore



Sustainability

Photo by:

Kelvin Ng

CAD Technician, London

Submitted for our competition
to mark Earth Day 2024

Related Sustainable Development Goals:



Our approach

We are committed to integrating sustainability best practice into our decision making and business activities, and operating in alignment with aligned to the United Nations Sustainable Development Goals (SDGs) 11, 12 and 13. Specifically, we are committed to taking direct action to support the UN SDG 13: Climate Action.

Having set carbon reduction targets in line with a 1.5°C pathway with the [Science Based Targets initiative \(SBTi\)](#), we have identified key areas for carbon reduction across our EMEA offices. These opportunities make up our strategic Net-Zero roadmap.

We recognise that our environmental performance is important to our people, our clients and other stakeholders, and that meeting our carbon reduction targets depends on engagement and action from people across the firm, our suppliers and our networks.

Lawyers as ambassadors for the green transition

The legal profession can act not only as advisers and legal interpreters but also as ethical advocates in the arena of sustainability.

At the end of last year, Caroline May, partner and EMEA Head of Environment, Health & Safety, was selected by the [Legal 500's Green Guide](#) as a 'UK Green Ambassador'. This recognition highlights the exceptional contribution of lawyers at the forefront of promoting sustainability and environmental responsibility in the profession.

Caroline plays a pivotal role in driving our sustainability agenda, including championing sustainability initiatives internally and within the wider legal community, and working with internal stakeholders to integrate sustainability into our business operations and client services.



Managing our environmental impact is a critical issue for our firm and one of the key pillars of our responsible business strategy. Setting ambitious Net-Zero goals, measuring and reporting on our carbon footprint, as well as engaging our people to understand how they can contribute are all part of our commitments towards reducing our ecological footprint and transitioning towards a sustainable future."



Caroline May,
Partner and EMEA
Head of Environment,
Health & Safety, London

Key memberships





Our targets and progress

Norton Rose Fulbright LLP has approved near and long-term science-based emissions reduction targets with the SBTi:

Overall Net-Zero Target

Norton Rose Fulbright LLP commits to reach net-zero greenhouse gas emissions across the value chain by 2040.

Near-Term Targets

Norton Rose Fulbright LLP commits to reduce absolute scope 1 and 2 GHG emissions 75% by 2030 from a 2019 base year. Norton Rose Fulbright LLP also commits to reduce absolute scope 3 GHG emissions 46.2% within the same timeframe.

Long-Term Targets

Norton Rose Fulbright LLP commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2040 from a 2019 base year. Norton Rose Fulbright LLP also commits to reduce absolute scope 3 GHG emissions 90% within the same timeframe.

Since 2019, we've reduced Scope 1 and 2 emissions by 83% and Scope 3* by 12%.

*Scope 3 progress excludes homeworking emissions, as these were not captured for our 2019 baseline and are not in scope for our science-based targets.

Highlights

Ten of the buildings where we have offices hold leading environmental certificates for their sustainable design, including:

LEED Platinum

rating in Frankfurt, Singapore, Shanghai and Dubai; **LEED Gold** in Bangkok and Dusseldorf

BREEAM Excellent

certificate in Amsterdam, Brussels and Warsaw

BEAM PLUS

Final Platinum rating in Hong Kong

85.3%

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

31%

of our top 200 suppliers (by spend) had already, or were committed to setting targets with the SBTi as of 2025

1262*

trees have been reforested since our UK offices partnered with [PrintReleaf](#) in September 2022

*correct as of February 2025

Carbon emissions for our EMEA operations

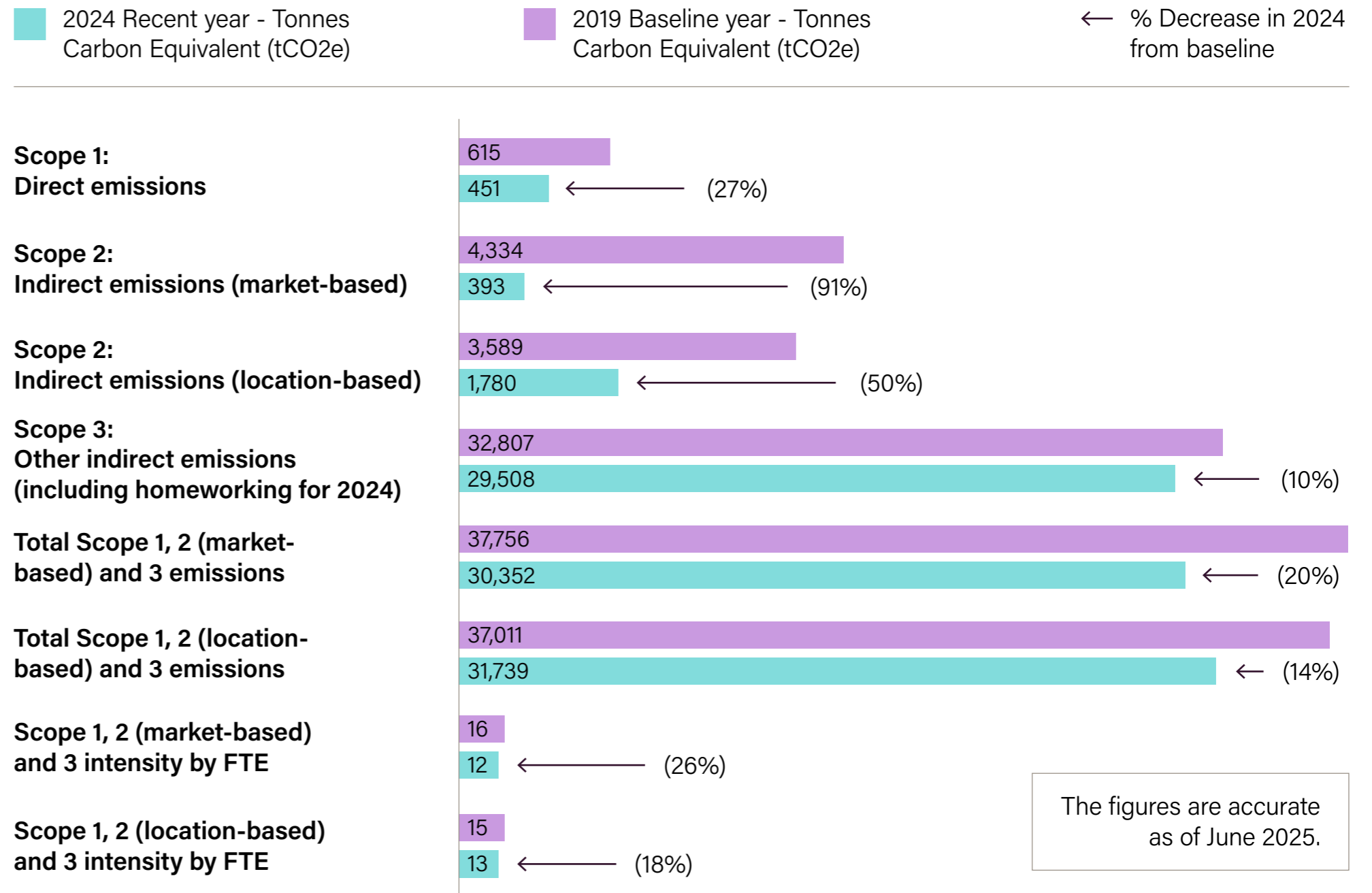
This graph shows carbon emissions for our EMEA operations. The figures have been calculated using the [GHG Protocol methodology](#), using both actual data and GHG Protocol recommended proxies where data is not available.

Figures are expected to change over time as we continue to improve data quality. We annually review our historic emissions data and as we continue to work with our advisers and share best practice, we will restate historic data based on the emergence of more accurate and up to date methodologies.

In 2023, the GHG Protocol Scope 3 Evaluator tool was decommissioned due to its outdated methodology. In recognition of this, we have updated our methodology for Scope 3 spend-based data (Purchased Goods & Services and Capital Goods) to more accurate emission factors that better align with our dataset. The materiality of change from the recalculation of our 2019 baseline Purchased Goods & Services and Capital Goods emissions triggered a recalculation of our base year emissions. After working with external consultants, we determined that our targets are not compromised and do not need recalculating, because the minimum boundary for Scope 3 targets is still achieved and our target still adheres to the current SBTi criteria. However, in order to remain transparent around these recalculations, we have informed the SBTi of the change.

In future years, we will aim to move towards the supplier-specific method for our Purchased Goods & Services and Capital Goods categories, to further improve our data quality.

Our 2024 Scope 1, 2 and 3 GHG emissions have been verified by an independent third party to a limited level of assurance. The verification exercise was performed according to the ISO 14064-3:2019 standard and was undertaken against the World Resource Institute's Greenhouse Gas Protocol Corporate Accounting and Reporting Standard.



The figures are accurate as of June 2025.

Engaging our people

Voices from around our network

Our EMEA Sustainability Committee was established to review how we conduct our business in the most sustainable way. The committee meets quarterly to share best practice, provide updates and report on further improvements we intend to make. It is open to members across the region to encourage diverse input and co-ordinate our efforts effectively.

Joseph Lovesey joined the committee in 2024. Here, he speaks about his background in sustainability and his experience in our sustainability programme since joining the firm.



Discussions at the committee added some ‘business practicality’ to the internal discussions I had already been having. Fortunately, I happen to be entering the professional world at an exciting time, where the private sector is on the cusp of significant transition. To drive the large-scale change needed to minimise adverse human impacts on our planet, stakeholders across all industries are beginning to commit to refining their operations and rethinking their strategies. Consequently, uncovering innovative ways to embed sustainability into our operations is becoming increasingly crucial to be a responsible and successful business.

Besides helping us to manage business (and environmental) risk and deepen understanding of our value chain, committing to our own sustainable goals places us well to support our clients, who are on similar journeys.

Though the committee, I have enjoyed hearing about the positive steps being taken to meet our collective targets around the network. I also gained insights into the challenges and opportunities associated with the energy transition at a global law firm.”



Joseph Lovesey
Executive, Revenue Operations
Helpdesk – EMEA, Newcastle

Showcasing sustainability in Newcastle

In September 2024, we hosted our first Sustainable September Showcase event in Newcastle. The lunchtime event encouraged people to learn about sustainability and discover more about how we all play a role in achieving our Net-Zero carbon targets.

Colleagues were invited to join in with quizzes and games to test their knowledge and get sustainability smart. Attendees were asked to make a ‘green pledge’ - a personal commitment to tackle climate change and raise awareness.

We were also joined by our charity partner, Smart Works, which sold some of its second-hand clothing stock to promote sustainable fashion choices and raise funds for its services.



We all have a role to play in reaching Net-Zero, but it can be challenging to make sustainability engaging and instil a sense of environmental responsibility, especially as topics like climate change can feel abstract and overwhelming. Making events accessible and fun is key to drawing people in. Tailoring the information and using examples enables people to recognise what sustainability means to them and how it affects them or local communities. It takes a lot of enthusiasm and creativity, but it is rewarding to see people start to understand the concepts and how they can contribute to making a collective difference.”



Callie Martin
Senior Sustainability Advisor, Newcastle



Maintaining local green spaces in Düsseldorf

On Saturday 22, March 2025, colleagues from our Düsseldorf office came together with their families to clean up their local green space. The event aligned with [Earth Hour](#), which encourages people everywhere to 'give an hour for Earth' by spending 60 minutes doing something positive for our planet.

That morning, 27 participants helped collect 23kg of litter at the Düsseldorf Hofgarten, Germany's first and oldest public park. The team was supported by [RhineCleanUp](#), which provided essential tools such as tongs, bags, gloves, and also registered the event with local authorities. The clean up was followed by a sustainable lunch.

The Sustainability Day instilled a sense of environmental responsibility by enhancing awareness, fostering collaboration in the protection of natural resources, and contributing to the welfare of the local community.



I was delighted to see that every single member of our Düsseldorf office came out on a weekend to support our Sustainability Day. In addition to the environmental impact of our clean up, it was great to meet our colleagues' families afterwards in a relaxed atmosphere with sustainable food and toys for the children."



Dr. Jan Vogelsang
Associate, Düsseldorf



The Green Business Club Zuidas

In early 2025, our Amsterdam office joined the [Green Business Club \(GBC\) Zuidas](#), an impact organisation that aims to make the Zuidas (the area in which our Amsterdam office is located) the most sustainable area to live and work in the Netherlands. GBC Zuidas unites companies to work on tangible sustainable projects, focussing on policy, energy, water, waste and circularity, mobility and logistics, green spaces and social impact. Its 70 participants are made up of companies located in the Zuidas that are committed to making the area and their own operations more sustainable through sharing best practice.

Our involvement in GBC Zuidas includes participation in various working groups. Our decision to join the Food Transition project aligns with our goal to enhance our sustainable practices and support local sourcing for office supplies, including food and flowers.

As a participant of GBC Zuidas, there are also opportunities to engage with the local community through events like "Vraag Maar Raak Lunches" (Just Ask Lunches), which facilitate interactions between residents, including isolated elderly individuals, and companies located in and near the Zuidas.



We are eager to contribute to initiatives and volunteering opportunities that positively impact our local community and environment. Sharing knowledge and experiences with other companies in the area really gives us leverage and inspiration to take that additional step towards becoming a sustainable office."



Willemijn Holm
Associate, Amsterdam



Minimising our single-use waste

Tackling disposables in our restaurant

In August 2024, we launched our partnership with [CauliBox](#) in our London office. CauliBox is a circular system designed to eliminate single-use waste by offering 100% recyclable and reusable packaging for workplace restaurants. CauliBox is the UK's first tech-enabled reusable food and drink packaging solution, where colleagues can borrow, use and return the containers for free within seven days.

Choosing reusable containers over single-use items is an important step in minimising our environmental impact. We partnered with CauliBox to help phase out single-use packaging and reduce our overall waste. Switching to CauliBox containers is projected to save 237.5g of CO₂ per use, as well as reduce water consumption and energy use.



“

Our restaurant was throwing away over 200,000 disposable food containers and drink cups a year. We set out to improve the situation, but we needed a solution that was cost effective and easy for us to implement, and for customers to use. With the support of our caterers, BM, we discovered CauliBox. CauliBox was straightforward and quick to implement. CauliBox usage continues to grow, and the feedback has been excellent.”



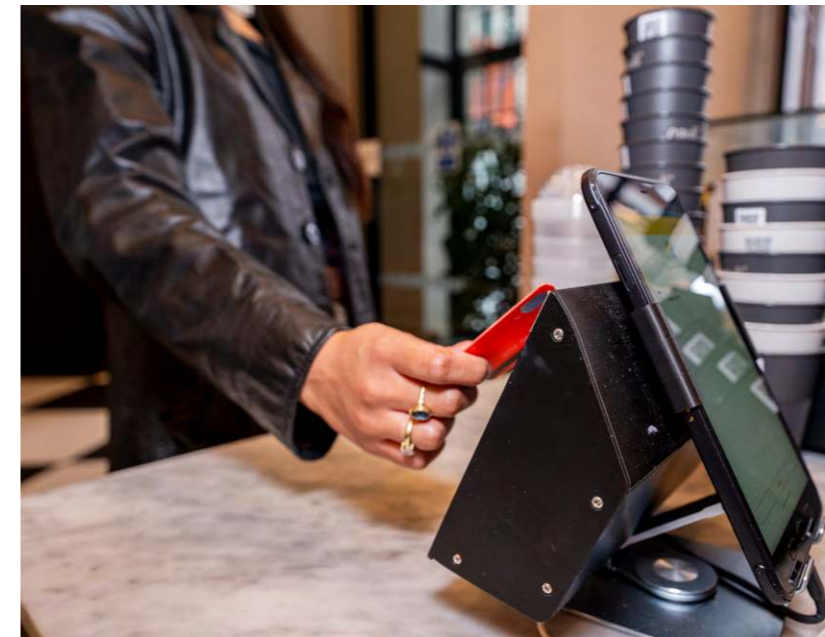
Thomas Moore
Head of Front of House, London



“

The UK's lunch-on-the-go habit generates more than 10 billion pieces of single-use packaging every year. It has been fantastic to partner with BM and Norton Rose Fulbright on their Net-Zero journey. From day one, we knew the commitment and efforts of our customers and their employees would create long-term mindset and behavioural change in the workplace. We are excited to continue supporting them to save single-use waste and costs, while amplifying the message of circular economy and sustainability.”

Ming Zhao
Co-founder, Cauli



Highlights

36,915

disposable cups and containers saved, as of February 2025

~85%

of takeaway meals are now served in a reusable container (either CauliBox or the customer's own)



Reducing our impact in information technology

Migrating our data centres to the cloud

Our multi-year cloud strategy was conceived with a vision to modernise our IT services. By leveraging our investments in the supply chain, we aimed to deliver cutting-edge, feature-rich services, enhanced security, resiliency and efficiency, both operationally and financially.

The IT Department embarked on this transformation journey by migrating the email, enterprise voice, and collaboration services to Microsoft's 365 offering, followed by the hosted document management platform to iManage's cloud service. The next phase was transitioning the on-premise infrastructure to dedicated Microsoft Azure cloud-hosting environments.

93% reduction in emissions

(equivalent to 328MtCO2e) per year by using Microsoft's advanced methodology and tools, compared to hosting our IT services in our own data centres

“

Our multi-year cloud strategy has been progressing really well. Our modernisation vision has been realised, highlighting our equal commitment to sustainability and operational excellence. I am immensely proud of our team's dedication and hard work in achieving this vision and aligning with the firm's ESG targets.”



Vinod Dabasia
Interim EMEA Chief information Officer, London

326

pieces of physical hardware decommissioned (including servers, switches, firewalls and security equipment)

A sustainable upgrade

As part of our desktop refresh, we procured over 2,000 new Dell laptops for our EMEA estate. All the models purchased are shipped with a 50 percent recycled cobalt battery. Recycled cobalt uses significantly less energy, reduces pollution, conserves natural resources and diverts metal materials from landfills.

The majority of the laptops purchased also contain recycled aluminium, magnesium and glass, and are EPEAT Gold registered with Climate+.” All laptops were shipped using 100 percent responsibly made, responsibly sourced and 100 percent recyclable laptop packaging, and collected from Norton Rose Fulbright offices to reduce onward transportation.

Two-thirds of the EMEA estate was replaced; existing laptops which were in good condition were rebuilt to Windows 11, to ensure the asset is fully utilised.

We are continuing to donate our old laptops and equipment to local schools and charities.



“

The SeniorApp Foundation uses the donated equipment to conduct free workshops for seniors. These sessions cover topics such as different types of devices, web browsers and search engines, popular online services, social media, internet shopping, and the safety and consumer rights involved in online purchases. Thanks to these laptops, we can provide more educational workstations for participants, thereby facilitating direct engagement with modern technology as well as hands-on learning. Over 5000 seniors have already benefited from our entire workshop series, which demonstrates the great need for this type of initiative.”

Przemysław Mroczek
Chief Executive Officer, The SeniorApp Foundation

“

We are hugely indebted to Norton Rose Fulbright for the laptops donated to North East Law Centre. The donation was unexpected and was offered at a time when some of our kits were breaking down, we would have had to invest heavily in new equipment. The donation has enabled us to acquire much better and more reliable devices at a fraction of the cost of new ones. We would not have been able to afford devices of high specification, and it also feels good to know that we are helping to reduce electronic waste, and our carbon footprint.”

Michael Fawole
Centre Director, North East Law Centre



Social impact

Photo by:

Jennifer Glasgow
Associate, London

Submitted for our competition
to mark Earth Day 2024

Related Sustainable Development Goals:



Our work goes beyond one off support and ad hoc collaboration; our social impact work is a pledge to make a tangible difference to society

Our approach

We are committed to dedicating our skills, time and resources to our partnerships with local organisations, charities, and NGOs to support the delivery of positive outcomes to under-represented groups and our communities. Our work goes beyond one off support and ad hoc collaboration; our social impact work is a pledge to make a tangible difference to society. Leveraging our knowledge and skills, we work together with our partners to support projects to effect sustainable and lasting change in our communities.

We have a strong practice of continuously reviewing and evolving our programmes with our community partners, ensuring we do not encourage complacency and continue to drive meaningful change. This ongoing process of assessment and improvement

ensures that our initiatives remain effective and responsive to the changing needs of our communities, enabling us to invest longer-term support to ensure everyone can realise their potential and thrive.

In 2024, we focused on three key areas of development for our social impact programme:

- The impact of The Norton Rose Fulbright Charitable Foundation (NRF CF)
- The evolution of our social mobility strategy
- Driving further social impact across the EMEA region

Actions speak louder

During 2024, we saw further increases in our volunteering hours across EMEA and time spent on social impact work.

Total hours skills-based volunteering (EMEA)

21%

increase from 2023



Total hours team volunteering (UK)

42%

increase from 2023



Total no. of students directly engaged with

116%

increase from 2023



Days of volunteer leave taken (UK)

77%

increase from 2023



Total hours on social impact related activity (EMEA)

14%

increase from 2023



Community investment and fundraising

Social impact month in Amsterdam

Our Amsterdam office kicked off the year with a Social Impact Month engaging in a variety of activities supporting: children and young people, health, sustainability and vulnerable people. Their momentum continued, donating children's books in March with Kinderzwerfboek. Volunteering was a key focus for the office across the summer with afternoons renovating Amstel Park and visiting museums with disabled community members through Stitching Present. Activity wrapped up with a large bingo event with local elderly people in October.



“

Responsible Business is fundamentally about having the right mindset. It requires a genuine interest in people, culture, and the environment. Our committee is made up of individuals who possess an open mind and are willing to go the extra mile to make the world a slightly better place. This spirit of inclusion is reflected in the composition of our committee, which includes partners, associates, and business support staff members. It shows the inclusive culture we try to foster in our Amsterdam office.

From a charity perspective, we make it a point to find local, small charities that can create a substantial impact on the local community in Amsterdam. Our focus primarily lies on addressing poverty and its effects on children, particularly from an educational perspective. By supporting these charities, we aim to make a meaningful difference in the lives of those who need it most.”



Marjolein van Leunen
Head of People and Culture
- Europe, Amsterdam

Racing the clock in Singapore

Forty-six team members from Norton Rose Fulbright's Singapore office took on the challenge of a non-stop, round-the-clock relay circumnavigating Singapore within 24 hours to raise awareness and funds for Pro Bono SG, an organisation which aims to provide justice for all by helping people with legal awareness, guidance and representation. Racing the clock, the team powered through day and night, completing the challenge with just 13 minutes to spare. The team then took part in Pro Bono SG's Just Jalan 5km walk.



“

Together, we went beyond 100km, showcasing the strength of teamwork, resilience, and dedication to a cause that deeply matters: ensuring every individual has access to justice and fostering the spirit of pro bono work. This journey was not about physical distance or endurance – it was about standing up for something far bigger: ensuring that justice is accessible to all. Thanks to your incredible efforts, we are thrilled to announce that we raised over US\$4,000 for charity, which will go directly to supporting the crucial work of Pro Bono SG.”



Edward Bentley
Senior Associate, Singapore

Expanding our impact: The Norton Rose Fulbright Charitable Foundation

The Norton Rose Fulbright Charitable Foundation (NRFCF) exists to help charitable organisations make an identifiable difference, achieve their objectives and demonstrate positive impact on the beneficiaries they aim to support. Aligned to Norton Rose Fulbright’s responsible business framework, the Foundation supports charities that align with key strategic focus areas, disaster and emergency relief efforts as well as individual employee fundraising. The firm further supports charities receiving NRFCF funds by providing pro bono legal advice, volunteers and other in-kind support.

A review of NRFCF in 2023 resulted in a fairer allocation of NRFCF funds across the EMEA region which enabled us to focus last year on building robust partnerships with local charitable organisations across more of our geographies.

The newly structured Foundation has allowed funding to reach more organisations, and we will take the model into 2025 and plan to focus on:

- Children and young people
- Education and employability
- Access to justice

Spotlight on 2024 grantees

Empowering children and young people with SOS-Kinderdorf e.V.

SOS Children’s Villages supports more than 85,546 children, young people and parents in difficult life situations, at 244 locations across Germany, and is the world’s largest organisation focused on ensuring that children and young people without parental care or at risk of losing it grow up with the care, relationships and support they need to become their strongest selves.



The last few years have shown us once again how important it is to stand together and work to protect children, their education and their future. It has made it clear to us that we need to empower young people and their families so that they can cope with challenges and crises. With your donation, Norton Rose Fulbright is contributing to this important work.”

Tanja Plath

Corporate Fundraising Management,
SOS-Kinderdorf e.V.



Empowering women with Lean In

Lean In is a non-profit organisation co-founded by former Meta COO Sheryl Sandberg and Silicon Valley entrepreneur Rachel Thomas to empower women to achieve their ambitions and create a more equal world. Today, Lean In has more than 120,000 circles of women in 183 countries around the world.

We provided a donation that was applied towards an implementation of programmes and events to help women to advance in their careers and organisations, to challenge bias. Some of the most notable 2024 highlights for the network include:

- Launching Lean in Girls in Greece, a leadership program that equips girls to be self-assured, resilient, and inclusive everyday leaders and inspires them to lead boldly
- Hosting an annual Meet Up which was an opportunity for the community to showcase their skills, grow and connect
- Significant growth from 105 circles to 150 circles
- Planning an online workshop for the firm’s Women in Maritime Network, on maternal bias

LEAN IN

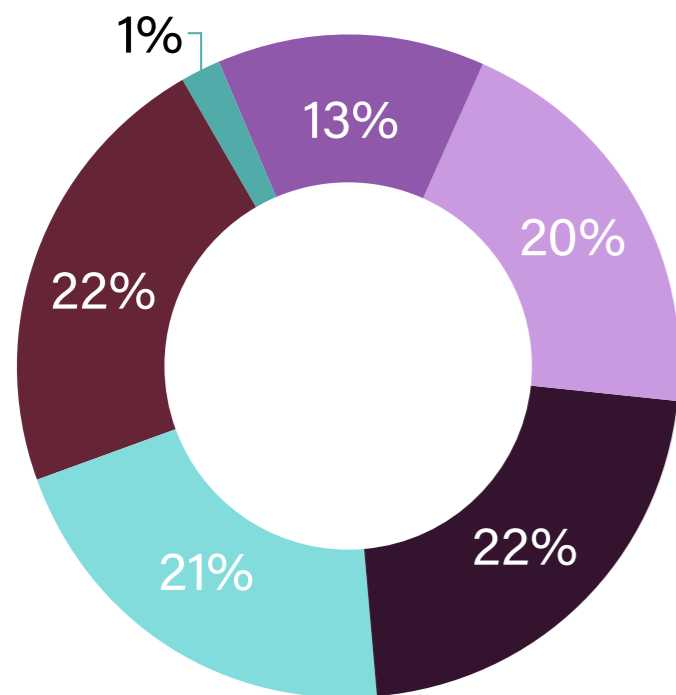


Your support continues to be important to us. Without it, we would not be able to make the same impact, both on our community, and around the world. We look forward to continuing our partnership going forward.”

Areti Georgilis

Co-leader, Lean in Network Greece, Athens

Norton Rose Fulbright Charitable Foundation donations by cause 2024



- Environmental sustainability
- Mental health, health and disabilities
- Access to justice
- Children and young people
- Emergency campaigns
- Education and employability

Testimonials from our 2024 NRFCF grantees



This grant has enabled us to continue delivering the programme which facilitated free legal support for over 60,000 people in 2024 on areas of law including family, employment and housing.”



The funds from NRFCF allowed us to support the solidarity services for students, particularly through the purchase of service vouchers. These vouchers, worth €10 each, had been distributed to students in precarious situations, allowing them to purchase essential food and hygiene products in supermarkets. The objective of this aid is to combat food and material insecurity, ensuring that students can continue their studies under better conditions.”

71%

of organisations used the grant for either programme implementation or continuation

Introducing our new trustees

Joining our longest-standing trustee, Patrick Farrell, we are delighted to announce the following new trustees:



Farmida Bi, CBE
EMEA Chair, London



Lesley Browning
Partner, London



Davide Barzilai
Partner, London



Patrick Narr
Partner, Hamburg



Patrick Farrell
Partner, London



Serving as a trustee over the past year has been a very great experience. The breadth of charities applying has highlighted the diverse and vital work being done across EMEA, often in areas where essential services are a lifeline. It's been inspiring to see how the firm's resources could be used to support these efforts, creating real impact on the ground.

The introduction of regional allocations has also empowered our offices to build meaningful local partnerships, deepening our connection to the communities we operate in and allowing us to respond to local needs with greater agility and relevance.”

Patrick Narr
Partner, Hamburg

*Donations are only be made to registered charities, in jurisdictions where we have offices, which support the focus areas outlined Applications must be championed by a partner or employee of Norton Rose Fulbright. For further information and guidance, or to apply please contact the Responsible business team - [EMEA Responsible Business](#)

Nurturing future legal talent

For over a decade, we've been dedicated to shaping lawyers and legal professionals of the future. Our thoughtfully crafted social mobility framework ensures that we support children and young people at crucial stages of their education. This model includes a direct recruitment pipeline into the firm, breaking down barriers and paving the way for the next generation of legal talent.



The framework

Early intervention

Building foundations for success

- Aimed at 16-21+ interested in a career in law
- Essential soft skills
- School challenges and insight days
- Virtual one-to-one reading sessions to children across the UK

Student outreach

Developing core skills for the future of work

- Aimed at young people aged 14-19
- Insight days, business simulation challenges and mock interviews
- Meeting our clients, colleagues and charity partners

Pre-recruitment programmes

Empowering future lawyers through personal, tailored support

- Aimed at young people interested in a career in law
- RISE, the Norton Rose Fulbright Year 12 work experience programme
- Scholars, the Norton Rose Fulbright bursary programme

1367

students engaged in 2024

533

students engaged in early intervention and student outreach programmes in 2024

Work experience with purpose

The world around us is changing. The way we work has been transformed by the pandemic and technology. We need to ensure our programmes reflect these evolutions and equip young people with skills for the future. In 2024, we redesigned our work experience programme, RISE (formally PRIME) to give young people the best chance to kickstart a career in law.

RISE is designed to upskill aspiring legal professionals to succeed in competitive graduate recruitment processes through the provision of:

- Enrolment onto a two-year development programme with the firm
- Completing work shadowing with both our fee earning and business services teams
- Getting to know our clients with an insight day at their offices
- Participating in a mock assessment centre
- Receiving specialist training from in house teams, including early careers, learning and development and bids
- Joining our mentoring programme to develop your commercial acumen with our trainees and clients

In its inaugural year, we received 243 applications for our RISE programme from students across London, Newcastle and the surrounding areas. The legal market is becoming increasingly competitive at the early career stage, so to ensure our programmes are delivered in the most equitable way, we invested in pre-recruitment programmes, modelled on our Early Career schemes.

By opening the application process beyond our partner schools and charities, to candidates who live no more than an hour's travel from our offices (primarily for safeguarding reasons) we were able to reach social mobility cold spots and harder-to-reach areas around London and the North East – a key milestone for this programme.

The selection process involved Advance, our social mobility network, which supported by reviewing applications, and working with the Responsible Business team, selected 30 candidates. Find more information about the programme [here](#).



Sentiments for success

Our students have completed their first year, where they have shadowed our business service teams, been provided with IT equipment, received training on financial education and taken part in typical mock assessment centre exercises. Early indications suggest the programme is already helping to develop commercial, personal and business skills with our first cohort.

80%

of students attending RISE had never attended a work experience programme before

| | Before-after programme | % increase |
|---|------------------------|------------|
| Could articulate the role of a corporate lawyer | 43%-100% | 57% ↑ |
| How law firms work with clients | 30%-92% | 62% ↑ |
| Increase commercial awareness | 20%-88% | 68% ↑ |
| Improved interview skills | 13%-92% | 79% ↑ |

What our students said about the RISE programme

“

My experience has given me a unique and in-depth look behind the scenes of a law firm, showing me how different teams work together to support both the business and its people. I've gained insight into the firm's commitment to training and wellbeing, and I feel far more prepared for my next steps in the legal field.”

“

RISE was such an insightful yet humbling experience, it opened my eyes to strengths and weaknesses I didn't know I had and exposed me to experiences (such as being in a global law firm) that I'll forever be grateful for.”

“

I highly recommend this programme to anyone who is considering a career in law. It is rare to find this level of first-hand experience and I am beyond grateful to have received this opportunity. My favourite part was the negotiation task!”

Last year, we celebrated 13 years of PRIME, an alliance of law firms and in-house legal teams determined to improve access to, and socio-economic diversity within, the legal profession. As a founding member, we have been providing work experience since 2011, which is a critical part of our social mobility initiative.



Continuing the journey

Scholars, the Norton Rose Fulbright bursary programme, exists to remove financial barriers to the legal industry. We offer 10 university students a £5,000 bursary and enrolment onto a two-year development programme to help students grow their network and gain exposure to the legal industry.

Last year, we received 110 percent more applications than we did in 2021 when the programme was first launched, indicating the progress we've made in growing awareness and reaching more institutions and universities. Find more information about the programme [here](#).

57%

of 2024 Scholars who applied secured vacation scheme places at our firm.



Top 20

Whilst students ranked 1-10 in our application process receive the full bursary, we believe those who came 11-20 demonstrate exceptional ability to enter the legal sector. As such, they are supported with a smaller bursary and access to resources and important connections to strengthen their commercial awareness ahead of competitive application cycles. Our Top 20 candidates also received a £500 grant, a specialist one-to-one application workshop with our Early Careers team and a one-to-one virtual coffee with a lawyer.

Berri Cooper-Croft joined our Top 20 cohort in December 2023, and recently joined the team, alongside Cohort 1 Scholar Kamran Hussain, at the 2024 Social Mobility Awards, to which the firm was shortlisted for the Scholars programme. Berri has recently received a training contract and joins the firm next year.

“

I was very proud to be recognised as a Top 20 candidate, subsequently awarded with a grant and given continued support. The grant gave me a boost and enabled me to fund a trip to Newcastle to attend an early careers event and meet the Newcastle team. This experience confirmed my interest in applying to the vacation scheme and gave a unique insight into the firm.

To prepare for my application, I was provided with excellent contacts within the firm which extended my knowledge of the different practice areas, culture and training. This abundance of support helped me shape my application and ultimately succeed in being offered a place on the scheme, and now, a training contract.

The support and inclusive culture did not stop there, as I also attended the Social Mobility Awards as part of the Norton Rose Fulbright team, and I am very excited to join the firm in 2026!”



Berri Cooper-Croft
Future Trainee

What have our Scholars been doing?



“

I have hugely enjoyed mentoring Nihad, one of our Norton Rose Fulbright Scholars. We’ve met regularly over the course of the last year to discuss how Nihad can best prepare for his training contract application process and develop his knowledge of different practice areas. Nihad has also had the opportunity to meet with numerous colleagues across the firm to enhance his insight into a career in law. I was thrilled to hear that Nihad was successful in his application to join our vacation scheme in London this summer.”



Oscar Baker
Associate and Scholars trainee buddy, London

Scholars after attending our 2024 client challenge day commented:

“

Spending the day immersed in the firm’s culture real-world case study reaffirmed my ambition to pursue a career in law. Preparing and presenting an acquisition strategy not only gave me the opportunity to hone my presentation skills but helped me understand where the law fits into commercial transactions. Overall, it was a very productive and enjoyable day!”

“

I have learnt the importance of properly introducing a meeting to build a lasting impression alongside the importance of demonstrating a collaborative spirit in assessment days to show that I could work well in a legal team – this could be demonstrated by taking a role, inviting others to speak and not dominating the conversation.”

Broadening horizons with bp and Aspiring Solicitors

Now in its fifth year, the bp and Norton Rose Fulbright mentoring scheme, designed by [Aspiring Solicitors](#), offers insight into the legal sector, enabling important connections to be made and knowledge and experience shared.

We are starting to see the impact of these schemes, with students accepting places on our summer vacation scheme, and acquiring training contracts including Ryan Ramadan, who took part in the programme in 2023, and will be joining us as a trainee to begin his journey.



The scheme dispelled many myths about both the application process and the profession while providing me with a grounded understanding of commercial law, the realities of the profession, and the work involved in becoming and being a solicitor.

Priyam Jain
Mentee

Key stats from scheme

37

training contracts at top law firms secured by students from 2021-2023 cohorts

96%

improved understanding of both bp and Norton Rose Fulbright

89%

students will maintain contact with their mentors



Increasing access to careers in law is a top priority for our firm and we are committed to ensuring we improve diversity and inclusion in our own business. These ambitions led to our collaboration with bp, on the Aspiring Solicitors mentoring scheme, which has run since 2021, and which 50 students now join each year.

The programme aims to enhance their commercial knowledge and confidence, better preparing them for their future careers, supporting their aspirations and giving them unique insights into the work of private practice and in-house lawyers. Such initiatives are crucial in promoting a more inclusive and diverse legal industry.



Chris Grieves
Partner, London



A rewarding opportunity to mentor fantastic candidates; helping them to develop their legal skills and commercial acumen for improved performance in law firm interviews.

Victoria Noble
Senior Counsel, bp



Save the Children



The Emergency Fund

2024 marked the end of our three-year strategic charitable partnership with international NGO, [Save the Children](#). We are pleased to announce the extension of this partnership for a further three years, becoming a critical partner of Save the Children's Emergency Fund, helping to build a better future for children and communities affected by crisis.

With catastrophic events such as flooding, wildfires, drought and conflict becoming more frequent and intense, in 2025, 210 million children will need emergency support. Save the Children works in more than 110 countries worldwide, alongside local and national partner organisations to help communities in times of crisis.

Through Save the Children's Emergency Fund, they help millions of people in emergencies across the world, as well as supporting communities to build resilience against new disasters on the horizon.

By providing flexible funds to Save the Children we are helping them:

- **Respond** quickly
- **Adapt** as the situation changes
- Help communities **recover** and **prepare** for future disasters

In 2024, the Fund allocated £56.9 million and helped more than **23.8 million people**, including more than **12.8 million children**, in **71 countries**.

For more information, [watch this video](#).



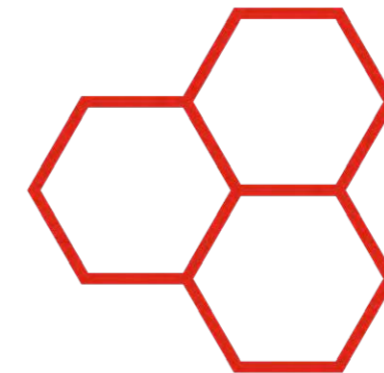
We're delighted to be working with Norton Rose Fulbright to support children before, during and after emergencies. Its continued support and new commitment to our Emergency Fund and flexible funding comes at a critical time for us, as conflicts, climate change and disasters affect more children each year around the world. It's a fantastic partnership that we value immensely."

Tamsyn Hanrahan

Co-director of Partnerships and Philanthropy, Save the Children UK

Humanitarian Network

In an era of global crises on a scale not seen in recent history, Save the Children has created The Humanitarian Network, a powerful collective committed to standing together with children facing disasters around the world. We are proud to be a founding member of the Network. Together, partners will drive innovative solutions and ensure children and families receive support whenever and wherever they need it most – before, during and after crisis.



Save the Children

HUMANITARIAN NETWORK

Spotlight on Kenya

As a critical partner to Save the Children’s Emergency Fund, we were invited to join them in Kenya to see firsthand some of the impacts of the Fund. One of the newest trustees of the Norton Rose Fulbright Charitable Foundation and Partner, Lesley Browning, shares her experiences.

In 2024, Kenya received US\$516,000 from the Emergency Fund to tackle the devastating effects of extensive flooding, as well as to prepare for dry conditions anticipated as a result of El Niña. Four million people were at risk of food shortages, malnutrition and the spread of disease, 1.2 million at an emergency level. Save the Children has been working on a variety of interventions across the region, focusing on climate resilience, entrepreneurship and health.

Upskilling young communities

We were introduced to the Enterprise Based Technical Vocational Training (EBTVET) Model project in Nairobi, which was adopted as a resilience building strategy targeting youth to empower them economically.

We met one of the beneficiaries, who told us his story, working day and night to sell vegetables for 500 shillings a day (£3). Since being selected to join the programme, he has become one of over 700 young people trained to become nail technicians and has created his own parlor.

Reaching remote communities

We travelled to Turkana, the largest and most remote county in Kenya, where 85 percent of communities live in rural areas living a pastoralist way of life, and 84 percent live in poverty with no access to food, exacerbated by prolonged drought. We learnt about Save the Children’s five-step medical intervention process at a medical outreach site in Kaloboi which provides: malnutrition support for babies and children, antenatal care, psychosocial support, vaccination treatment and antibiotic disbursement.

Innovation and entrepreneurs

We arrived in Lodwar to visit a village called Nachukui, where we observed the impact of Save the Children’s WASH (water, sanitation and hygiene) intervention. The boreholes store hundreds of litres of clean water, which travels through underground

pipes to three villages - the furthest 12km away. We finished the trip in Lomekwi - a region with a malnutrition rate as high as 40 percent.

We were introduced to Save the Children’s emergency health interventions before meeting a group of female entrepreneurs who have received two grants to set up their businesses and become self-sustaining. The women re-invest their money into the young women in their communities who pay a 10 percent interest charge on the grant, which is used to keep the loan model alive so that all women in the community can be financially independent. They run businesses such as basket weaving, tailoring and making fishing nets.



Seeing the impact of the borehole sunk by Save the Children and powered by solar energy was amazing. It not only supplies local villagers with clean water but runs a pipe for 12km providing water to a school and clinic which we were lucky enough to visit. The trip has made me reflect on everything we take for granted - potable water on tap, a decent education up to age 18 and access to health screening and immunisations. I am delighted we are continuing our partnership with Save the Children, enabling work to continue in this area which is suffering from five years of drought.”



Lesley Browning
Partner, London



Christmas Jumper Day

This year, the firm played an integral role in Save the Children's annual Christmas Jumper Day event, with colleagues from our London office appearing in their advertising campaign, featuring on billboards across the country and social media encouraging people to take part. Christmas Jumper Day sees schools and businesses make the world 'better with a sweater', raising essential funds to support children in the UK and around the world. Contributions to the firm's own 'Festive Jumper Day' campaign totaled £13,358. Our Warsaw office was the worthy winner of our competition, for the third year in a row.



*This year, for Festive Jumper Day, we invited some very special guests — **our employees' dogs!** In this photo, you can see also Santa Claus and our team dressed in festive sweaters and accessories.*

To make the day even more special, we organised an auction in our office, where we auctioned off around 30 unique items and services donated by our employees."



Elzbieta Wanago

Office Administrator, Warsaw



Bringing together global and local partners

Our Newcastle office hosted an event bringing together employees, Save the Children and local organisations. The event gave great insight into the work of Save the Children, not only around the world but in the UK, and particularly the Northeast. We heard from Save the Children's local partner the Wallsend Children's Community and celebrated the staff who volunteered at the Baby Bank Alliance in Darlington.



Our team of 50 paralegals proudly volunteered to support Save the Children in renovating the Growbaby facility in Darlington. Over two days, we helped redecorate and reorganise the space, which highlighted the crucial role such facilities play in supporting local communities.

Volunteering our time allowed us to actively contribute to the Northeast charity community, fostering teamwork and a sense of shared purpose. We hope our efforts will have a lasting positive impact."



Rishi Kohli

Senior Legal Services Manager, Newcastle



Celebrating success

Photo by:

Charlotte Graham
Marketing and Business
Development Executive,
Newcastle

Submitted for our competition
to mark Earth Day 2024

Celebrating success

In a world that can seem very uncertain at times, it's important to take a moment to look back at what we've achieved this year, and focus on some of the positives. I am always astonished by the efforts and time our people dedicate to supporting our charity partners, through fundraising, volunteering or sharing their knowledge and skills. Together, we raise the bar higher each year, to have more of a positive impact as a business on our communities, our people and our planet.

A significant moment for me last year was extending our partnership with Save the Children for a further three years. Our partnership began in 2021 with the purpose of creating a lasting impact on children around the world, addressing the critical challenges facing children, including Covid-19, climate change and social injustice. Moving forwards, we are becoming a critical partner of Save the Children's Emergency Fund to help children and families before, during and after disasters, supporting not only in the immediate aftermath of a disaster, but also supporting long-term responses to help children and families recover.

We have again increased our pro bono hours by 22% on the previous year, with around a third dedicated to Save the Children. In recognition of some of this work, the team was 'Highly Commended' by *The Financial Times* at its annual

Innovative Lawyers Europe Awards for its pro bono work in support for three non-profit organisations - Save the Children, Just For Kids Law and the Children's Rights Alliance for England - in their roles as core participants in Module 2 of the UK Covid-19 Inquiry. Congratulations to the team and I personally would like to say thank you to the more than 50 staff, which included lawyers and business services professionals from across the firm, for volunteering their time to this important work.

Gender balance is a key focus of our strategy and, as such, we are committed to increasing the representation of women in senior roles, reducing the gender pay gap and the implementation of inclusive practices and policies across the firm. In 2024, we were again named in *The Times* Top 50 Employers for Gender equality - the UK's most highly profiled and well-established listing of employers striving for gender equality in the workplace. To mark International Women's Day, we reflected on the progress women have made, but also recognised the very big steps we still have to take. If we continue at our current rate of progress it will be long after I'm gone that we achieve equality, and we don't want to wait that long.

Farmida Bi, CBE

Chair, Europe, Middle East and Asia, London

“

I am always astonished by the efforts and time our people dedicate to supporting our charity partners, through fundraising, volunteering or sharing their knowledge and skills. Together, we raise the bar higher each year, to have more of a positive impact as a business on our communities, our people and our planet.



UN Sustainable Development Goals index

Our policies, activities and approach to responsible business are aligned to the United Nations sustainable Development Goals (SDGs). See below further details on the key alignments.

| | | | | | |
|--|---|---|---|--|--|
| | Target 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being | | | | Wellbeing |
| | Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship | Target 4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy | | | Social impact |
| | Target 5.1 End all forms of discrimination against all women and girls everywhere | Target 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life | Target 5.9 Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels | | Diversity, equity & inclusion |
| | Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value | Target 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training | Target 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms | Target 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment | Diversity, equity & inclusion Social impact Business conduct |
| | Target 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status | Target 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard | | | Social impact Diversity, equity & inclusion |
| | Target 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage | | | | Social impact Sustainability |
| | Target 12.2 By 2030, achieve the sustainable management and efficient use of natural resources | Target 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses | Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse | Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle | Sustainability |
| | Target 13.2 Integrate climate change measures into national policies, strategies and planning | Target 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning | | | Sustainability |
| | Target 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all | Target 16.5 Substantially reduce corruption and bribery in all their forms | Target 16.6 Develop effective, accountable and transparent institutions at all levels | Target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels | Pro bono Business conduct Diversity, equity & inclusion |
| | Target 17.6 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries | Target 17.7 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships | Target 17.3 Mobilize additional financial resources for developing countries from multiple sources | | Pro bono Social impact Diversity, equity & inclusion |

- Wellbeing
- Social Impact
- Diversity, equity & inclusion
- Business conduct
- Sustainability
- Pro bono

This report was published in June 2025.

Contact us to find out more about Responsible business at Norton Rose Fulbright.

Contact the Diversity, equity & inclusion team to find out more about DEI initiatives at Norton Rose Fulbright.

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

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