



Fieldfisher **ESG** Report 2023



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Our Values

are at the heart of everything we do and we commit to upholding these Values to each other, to our clients and to our communities.



People First

to put colleagues, clients and communities at the forefront of all we do

- Enabling talent to flourish
- Leading with integrity and respect
- Creating the right environment for innovation
- Promoting an entrepreneurial culture
- Recognising the efforts and achievements of all colleagues



Embracing ESG

to collectively leave things better than we found them

- Measuring and challenging our carbon emissions and striving for net zero
- Measuring our success not only by our profit but how we contribute to society
- Being kinder to our planet by valuing our environment
- Focusing on representing the diversity in our communities and striving for equity for all



Collaboration

as the catalyst for success

- Willingly pooling thoughts and ideas
- Being curious and open to new ways of achieving excellence
- Being considerate of other viewpoints
- Sharing justly in the success of the firm
- Communicating in a constructive and thoughtful way



A message from our Managing Partner Robert Shooter

Our thinking on ESG has developed significantly since I became Managing Partner two years ago. Last year, I outlined some of our core ESG principles and areas of focus, and I am pleased to say we upheld and made progress against all of these in 2023.

These include expanding our carbon footprint reporting across our European network, launching new inclusion, equity and diversity initiatives, and making decisive moves on sustainable premises and energy efficiencies.

One of the key things I've come to appreciate during my stewardship of our ESG programme is the importance of partnerships. Whether that's joint social mobility initiatives with clients and universities, or our work with sustainability organisations such as the

Pitchandikulam Forest and **Planet Mark**, these play a key role in helping us refine and achieve our ESG objectives.

We've also seen what we can do when we work together as a whole firm.

One Firm Action was an incredible achievement from all our people, across all our offices. We raised over **£500,000** for good causes, both local to our office locations but also global causes.

We also provided over **£1 million-worth of pro bono hours** across the firm to support issues our people care about.



It's difficult to wake up every morning and switch on the news without feeling a desire to change things for the better.



Lawyers are uniquely placed to contribute to ESG. Law is such a powerful tool to effect change, and there is a fundamental belief in justice that underpins our approach to ESG and many of the pro bono causes that we pursue.

But ESG at Fieldfisher is much broader than the special skills our lawyers can offer; all our staff have made a huge contribution over the last year, in talent, ideas, time and effort, and as a result of the enthusiasm and entrepreneurial spirit I've come to recognise as defining features of our firm.

ESG is so important to our people; staff surveys have told us that sustainability is the number one issue for our colleagues overall, but everyone has a cause that matters to them personally, and I'm so proud that the whole firm has shown a willingness to get behind ESG in some way.

It's always so inspiring to see the initiatives people have come up with or are contributing to, and to celebrate these in our annual **Just Purpose Awards**.

It is genuinely uplifting seeing our people using their passion and skills for good.



“

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“

Sustainability is the number one issue for our colleagues overall, but everyone has a cause that matters to them personally.

It's difficult to wake up every morning and switch on the news without feeling a desire to change things for the better.

You only have to look at our work for the **National Deaf Children's Society**, our ongoing support for people affected by the conflict in **Ukraine**, and all the pro bono work to see that our people genuinely care.

“

It is genuinely uplifting seeing our people using their passion and skills for good.

Even though I am humbled by how much we've achieved, we are not complacent. There remains so much more we can do.

In 2024, we're excited to be centralising our ESG function as a core department within the firm. We are also embarking on new sustainability initiatives, as well as expanding on the success of our flagship **Rooting for Change** programme in the Indian subcontinent to support reforestation projects in other geographies.

Our expanded carbon footprint reporting has also shown us what work we have to do to reduce our emissions to **net zero**.

Last but by no means least, as a project that is particularly close to my heart, we are looking forward to our next **One Firm Action** challenge for 2025.



One Firm Action

Launched in December 2022, the idea behind One Firm Action was to enable our people in every office to address global and local issues that they care about and fundraise throughout the year. For the first time, in the 187 years of Fieldfisher's history, the firm raised over £526,000 (€615,000) for 15 charities in 11 countries led by a global steering group.

With activities held across the firm's 26 offices, this initiative, aimed at bringing people together and making an impact in local and global communities, saw active participation across the firm, including trainees, business services colleagues, and lawyers.

We're delighted to have surpassed our One Firm Action target of £250,000. The partnership has matched funds raised up to £250,000, effectively doubling the collective fundraising pot to over £526,000 (€615,000).

The charities the firm supported were Amici di Ampasilava, ARC Cancer Support Centres, Aware NI, Bicycleat, Chancenwerk, Hamilton Families, La Cime, Main dans la Main et solidaires, Manchester Youth Zone, Matchis, PAPYRUS Prevention of Young Suicide, Rooting for Change, St. Anna Children's Cancer Research Institute, Comité de Emergencia and Zoë's Place Baby Hospice.

This funding will contribute towards impact-driven projects such as funding support groups for people with depression and bipolar disorder, easing the financial burden of the cost of living crisis on charity operations, refurbishing hospital wards and providing shelter for people who are homeless.





One Firm Action: A whole firm response to local and global issues



Jayne Backett
Finance Partner and
One Firm Action Lead



One Firm Action was born out of one of our Managing Partner, Robert Shooter's leadership pledges. It represents a sustained effort by the firm's international network of offices to address local and global issues while fundraising throughout the year.



People got involved in all sorts of things, like doing runs together and going out busking at weekends – things that I think are really joyful and that maybe they wouldn't have had cause to do otherwise with their colleagues.

One Firm Action aimed to get the whole Fieldfisher network working collaboratively. In my seven years of working at Fieldfisher, this is the first project where I have seen all of us work together as one, and what a joyous year it has been.

One of the keys to making this huge project such a great success was that each office was able to support its own chosen charities, which I think made a big difference. We all like to support organisations which speak to our cultural values and ethos.

1. Berlin city clean-up project.
2. Birmingham's Heart of England walk.



We are also embarking on new sustainability initiatives, as well as expanding on the success of our flagship **Rooting for Change** programme by expanding our forestation and conservation portfolio in new geographies.



Being able to take action for multiple reasons encouraged people to participate with enthusiasm. While some people found it more meaningful to spend an afternoon litter picking for sustainability reasons, others wanted to complete a cycling challenge to raise money for a hospice – and One Firm Action catered for all of that.

- 1. London's talent competition.
- 2. The UK BD & Marketing team go litter picking on the banks of River Pool in southeast London.
- 3. Germany runs to fundraise.
- 4. Silicon Valley takes on the Six-Pack of Peaks Challenge.
- 5. Belfast HR team take on a fitness challenge.





Leading the Steering Committee and a project of this scale was really challenging but I was motivated by the fact that I had the opportunity to build on my internal networking and meet more people in Fieldfisher, which we all struggled with during Covid lockdowns.

What I feel most proud of is that we created a structure of accountability and laid the foundation for doing something like this again in future. From not having a culture of united fundraising to raising **£526,000** (€615,000) is phenomenal.



- 1. Manchester bake-off.
- 2. Sponsored skydive.
- 3. 'Strictly Fieldfisher' competition in Manchester.
- 4. Pre-loved sale.
- 5. Birmingham car wash.





A 'Strictly' Fieldfisher dance competition organised by our Manchester office, raising over **£12,500**



Fieldfisher's newest office in Vienna took part in a 'Night Run', raising funds for reforestation and climate protection projects

onefirm
ACTION

raised
£526,000



Hosting a lively charity dinner in the famous Long Room of Lord's Cricket Ground on the eve of the final test match of the 2023 Ashes series, raising over **£17,000**



Fieldfisher trainees and apprentices climbed Ben Nevis, Scafell Pike and Snowdon, which involved 23 miles of walking and a total ascent of over 3,000 metres, raising almost **£6,000**

Our charity partners



AWARE NI

“ Many of AWARE NI's 25 support groups are not fully funded. As such, we rely on the generosity and support of organisations such as the Fieldfisher Belfast Hub, whose fundraising has enabled AWARE NI to continue to provide vital support to those affected by mental illness across Northern Ireland.

Through participating in training programmes, engaging in fundraising events and sharing our resources, the Fieldfisher Belfast Hub team have and continue to make an immeasurable impact and contribution towards our shared goal of breaking down the stigma around mental ill-health. Funds raised by Fieldfisher Belfast Hub during 2023 will be utilised during 2024 to fund support services.



Zoë's Place Baby Hospice

“ On behalf of everyone here at Zoë's Place Baby Hospice, I'd like to thank Fieldfisher for their incredible fundraising during their One Firm Action initiative. We've been blown away by their dedication to raise much-needed funds, which will allow us to continue offering our services to all who need them free of charge and ensure that very unwell children can enjoy the best possible quality of life.



La Cime and Bicycleat



ARC Cancer Support Centres

“ Because of Fieldfisher Ireland's support and the kindness of everyone who has donated and contributed in some way, men, women and children living with cancer, and those who care for them, will be able to receive the psychological, emotional, practical and educational support they need, completely free of charge.

We at ARC simply don't have the words to express how much our partnership with Fieldfisher means to us; how much you mean to our community of cancer survivors.





Chancenwerk



In our mission to combat social injustice, the generous donation from Fieldfisher is a crucial step, as it allows us to continue providing comprehensive support to underprivileged children and adolescents along their educational journeys.



Amici di Ampasilava



PAPYRUS Prevention of Young Suicide

Find out more about London's partnership on page 38



Manchester Youth Zone



Our partnership with Fieldfisher Manchester has been nothing short of spectacular and they have truly set new standards for our charity partners.

We have received buy-in and engagement from staff at all levels in raising funds and engaging with our young people directly to raise aspirations and opportunities.

We've loved every step of this partnership.



Main dans la Main et Solidaires



Hamilton Families



We could not be more grateful to the Fieldfisher team here in the Bay Area for raising nearly \$3,000 for homeless families in San Francisco! This money allows us to continue providing temporary shelter, housing stability, and support.



Comité de Emergencia



St. Anna Children's Cancer Research Institute



ESG highlights

Environmental



Social: Pro Bono



Social: Inclusiveness, Equity and Diversity



The growing relevance of ESG in Belgium



Jean-François Germain
Managing Partner,
Belgium

ESG is becoming more important in Belgium. Access to capital is increasingly conditional on ESG compliance, so there is a real interest in knowing how to be compliant and how to satisfy foreign investors on sustainability issues.



There are other economic incentives, such as bringing down energy costs, attracting and retaining talented people and avoiding 'green claims' by customers or investors who feel they have been misled about organisations' ESG credentials.

There is also regulatory pressure on both Belgian and EU businesses, who are facing more ESG reporting obligations to show what they're doing to minimise their impact on the environment, how they are contributing positively to society and what they are doing from a governance point of view.

This is not just "soft" regulatory pressure, but legal obligations with increasingly severe penalties for non-compliance. In this context, our clients want to know their legal advisers are doing their bit on ESG.

And at the same time as external pressure on us is growing – particularly from international clients – there is also a real drive for constant ESG improvement from within our firm.

We are acutely aware that we can always do more, and our people are pushing us to make sure we take advantage of every opportunity to make a positive difference.

We have made several operational changes to ensure our office is run in a sustainable way. For instance, for our 2023 partner retreat in Marseilles, we decided we would all take the train, rather than fly – this sounds like a small thing, but I think it was important because everybody was happy with that way of travelling.



We are now looking at developing a formal travel policy that emphasises necessary travel only and incentivises using greener forms of transport. We are also focusing on governance by structuring the office in a more collaborative way and ensuring our people have a say in key decisions.

I am very proud of our team's commitment to ESG, which is largely coordinated by our Head of People, **Serena Swint**.



Our client ESG activities are led by Regulatory Partners **Peter Sellar** and **Gerard McElwee**, Corporate Partner **Lars Raedschelders**, and Energy Partner **Wouter Vandorpe**.





Serena Swint
Head of People,
Belgium

I am happy to say our Brussels office is very active on ESG and we are very busy with a number of programmes.

Diversity is a priority area for us. As part of our diversity and inclusion initiatives, we run a four-week access programme at our office for students who have not had the opportunity to gain work experience in a law firm.

We also participate in Saturday schools for 10-13 year-olds from less privileged, less academically supportive backgrounds to introduce them to the possibility of a legal career.

We work to raise awareness about D&I issues through workshops and are one of the founding members of Belgium's Legal Diversity & Inclusion Alliance.

On the community front, we are always looking for ways we can work with new charities.

At the beginning of 2023, we entered a new partnership with Bicycleat, a local organisation that provides homeless people in Brussels with warm meals.

We look to support charities with more than just money, so we find opportunities to share our time and expertise with them as well.

One thing I would like to see in the future is how we can most effectively support our people to take on their own ESG-related initiatives.



An ESG Charter for France



Bruno Paccioni
Managing Partner,
France

In 2023, we made considerable progress in structuring our ESG plan, thanks to the support of all the members of our office.

Under the leadership of Partner **Marie-Léonie Vergnerie**, we collectively drafted an ESG Charter, setting out our commitments and in line with the firm's values. Its practical application will be reviewed annually, as part of our continuous improvement efforts.

This year, for the first time, I included ESG as a topic in the yearly interviews I have with everyone in our Paris office.

This resulted in many constructive ideas and led to the formation of an ESG committee composed of both fee earners and business services staff.

It meets once a month and tracks progress, brainstorms indicators for the practical application of our ESG Charter, and organises awareness campaigns.

We also conducted our first carbon audit at the beginning of 2023 and took several measures to reduce the environmental impact of our office, with outstanding commitment from our Office Manager, **Cindy Guilleret**.

In June 2023, the Paris office invested in replacing the whole lighting system with LED, which has led to our electricity consumption dropping by a third compared to last year, even though our headcount has increased. Cindy and her team follow up closely on our carbon-footprint indicators and are structuring ESG criteria for the selection of our suppliers with support from Marie-Léonie.

We work hard to make sure our workplace is collaborative and promote positive relationships through regular team-building events and initiatives that allow us to listen to each other and share ideas.

Fieldfisher Paris has a strong focus on supporting our community through pro bono work and fundraising for charity organisations, thanks to the dedication of Counsel **Mathilde Razou** and **Alexandra Moulinneuf** from our Marketing team. We are especially proud of having raised €19,000 for Main dans la Main et Solidaires as part of our One Firm Action activities, helping to finance the renovation of the general paediatrics wing of the Necker hospital in Paris.



Main dans la Main et Solidaires is a fantastic association supporting hospitalised children and their families, to which Partner **Nathalie Hadjadj-Cazier** has been providing both volunteer time and pro bono support for several years.



L to R: Marie-Léonie Vergnerie, Cindy Guilleret, Mathilde Razou, Alexandra Moulinneuf, Nathalie Hadjadj-Cazier

€
19,000



Main dans la Main et Solidaires



Our Carbon Footprint 2022/23

1880.9 — Why has the total figure increased?



Reported on **6 additional offices**:
Paris, Hamburg, Munich, Düsseldorf, Frankfurt, Berlin.



Expanded the scope of data collection to include **employee commuting**

Reduction successes

Comparing like-for-like by excluding new data categories for this year, we can see some clear reduction successes compared with 2021/22:



Building-related emissions fell by **9.5%**;



Emissions from waste fell by **27%**; and



Emissions from paper procurement fell by **19%**.

Office Sustainability

Our two largest offices, **London** and **Manchester**, run off **100% renewable energy**.

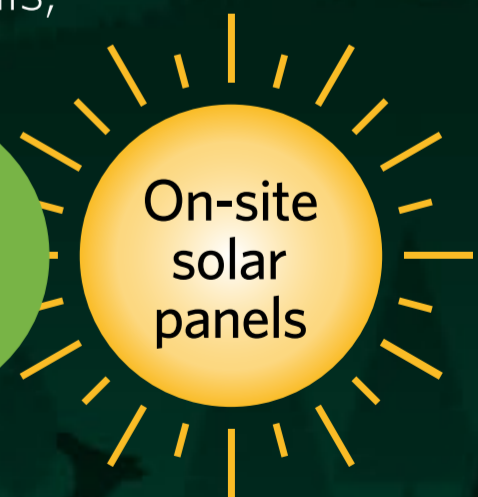


Our **Dublin** office moved to new premises in 2023, boasting a wealth of green credentials, including:

LEED Gold rated building



BER A3 energy rating

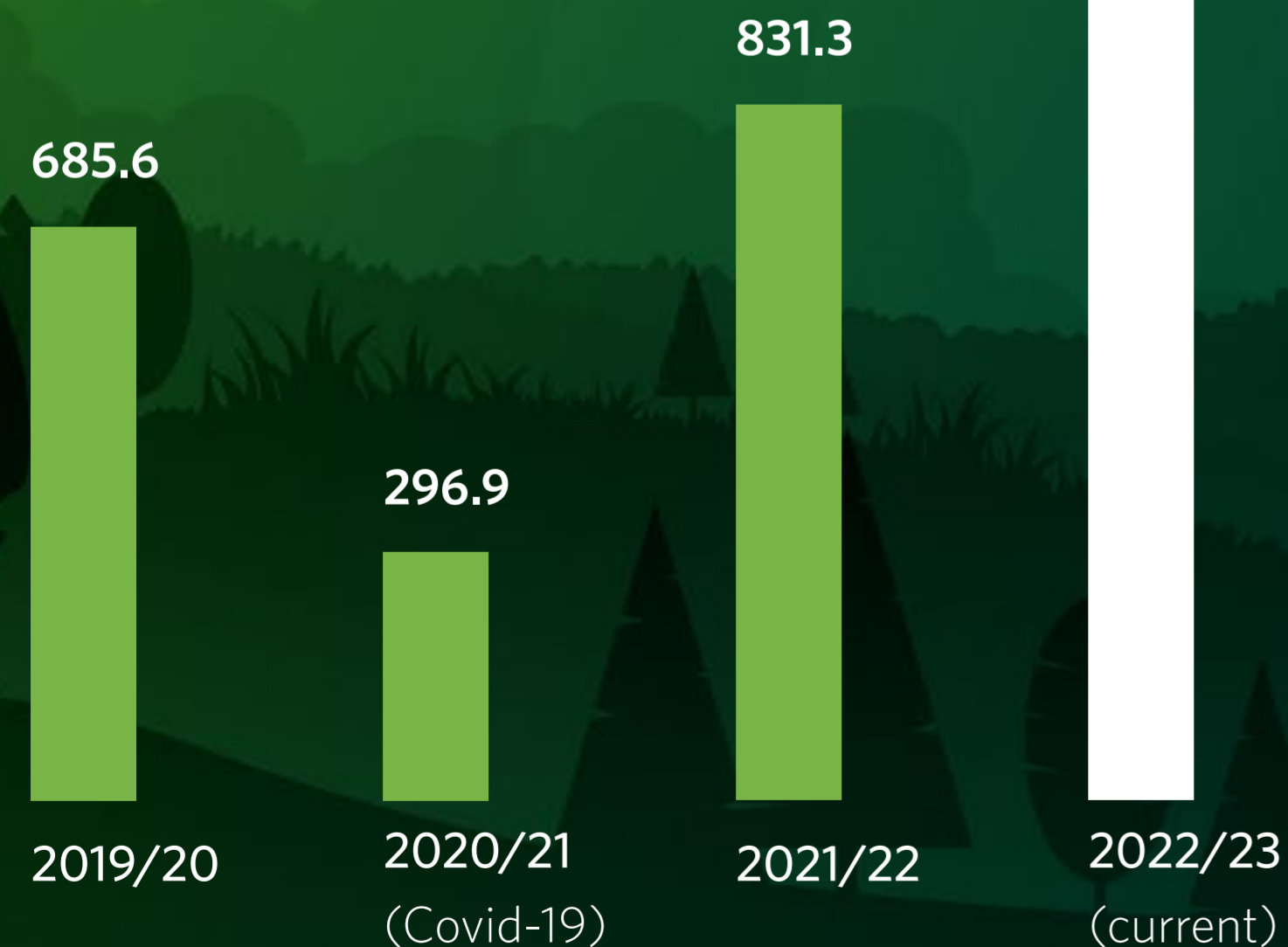


Our Paris office has switched to

100% LED lighting

following a **carbon audit**.

Environment



Total Scope 1, 2 & 3 Carbon Footprint*
10,362.1 tCO₂e



Our carbon reporting journey

For the last four years, we have been working with **Planet Mark**, an internationally recognised sustainability organisation, to measure our carbon footprint.

We started reporting on our emissions in 2019/20 in our four UK offices across scopes 1 and 2, and some elements of scope 3. Since then, we have been working to increase our reporting boundary and collect more accurate data across our multiple jurisdictions to ensure we have a full picture of our environmental impact.

As for many organisations, the Covid-19 pandemic meant data for reporting years 2020/21 and 2021/22 was not an accurate reflection of business-as-usual activities.

Cross-border data collection is a complex task, however improving the scope of our reporting boundaries has been a driving factor in our mission for completeness and transparency. For the first time in 2023, we reported on all Fieldfisher integrated offices from the reporting period (1 May 2022 – 30 April 2023) to ensure all material emissions are accounted for.

Our expanded carbon footprint reporting



We have also integrated further emissions categories into our reporting – such as employee commuting – so we can monitor the impact of travelling to and from work, and purchased goods and services, to build a picture of our supply chain impact.

This means we have now measured our emissions in full for a normal, business-as-usual year. This has resulted in our total carbon footprint increasing with the inclusion of more offices and emissions categories.

As predicted, our purchased goods and services emissions make up the largest proportion of our overall carbon footprint – a fact that is true of most, if not all, professional services firms.

Now we have built a picture of our supply chain data, we can identify material areas for improvement and develop a strategy around supplier management and engagement to ensure alignment with our carbon reduction pathway.

We have identified material areas of carbon impact, such as business travel, which increased due to a return to flying post-Covid. We want to use this as a springboard for action and will be updating our business travel policy and publishing a set of internal 'Green Travel Guidelines' which will form part of net zero action plan due to be published in 2024.

The Sustainability Action Network will also be launching a series of education campaigns in 2024 to help people understand the impact of their travel decisions on the environment.

As this is the first year that we have been able to capture the full picture of our firm-wide carbon footprint, we have made the decision to re-baseline for 2022/23. This will ensure we have an accurate benchmark from which to set our carbon reduction targets.



Rooting for Change

Rooting for Change is a portfolio of firm-funded projects that puts people-led conservation at the centre of the fight against climate change. Our projects are led by local communities, particularly women and indigenous groups, who are the experts on their environments and who will benefit from the tools and resources Rooting for Change provides to protect the forest for future generations.



Our flagship project in Auroville, South India, has seen fantastic progress over the past year:



Highly Commended
'Sustainability Initiative of the Year' at The Lawyer Awards 2023

- ★ The construction of a new Environmental Education Centre.
- ★ Plant nurseries opened to local children for educational trips.
- ★ Bespoke educational programmes being taught at 30 schools across Chennai.
- ★ Beekeeping training provided as additional source of income for local people, with 25 bee boxes installed.
- ★ An 'Eco Fest' event brought together thousands of students, parents, teachers and ecologists to learn about environmental conservation.

Sustainability Action Network

The Sustainability Action Network, chaired by Knowledge & Information Officer **Rachael Wild**, is a forum of people across the firm who want to learn and share ideas about environmental action.

Our projects and campaigns are designed to upskill employees on the climate emergency and give everyone tools to contribute positively towards protecting our natural world.

The network encourages employees to share ideas about how we can reduce our collective impact on the environment.



Our Wild World in pictures

This year, we marked **World Environment Day** on 5 June 2023 with a cross-office photography competition called '**Our Wild World**'.

Engagement campaigns are a wonderful way of celebrating the environments around us and showing appreciation for our natural world.



IT Sustainability Taskforce

In 2023, we held our inaugural IT Sustainability Week which featured lunch and learn sessions delivered across the Fieldfisher network designed to equip colleagues on how to adopt environmental practices such as making mobile phone batteries last longer and developing sustainable email habits.



IT equipment drop-off points were also created in London and Manchester, fostering sustainable practices and encouraging people to recycle old equipment.

Comprising members of our Brussels, London and Manchester offices, our IT Sustainability Taskforce aims to use IT knowledge and skills to shape operations and habits in our offices with a focus on sustainable practices.



Guillaume Laurent – Local IT Support Manager



Victoria Littler – IT Training Team Leader



Richard Dwight – DMS Team Leader



Katrina Leach – IT Operations Lead



Alan McBride – Programme Manager



Josephine Dodd – IT Commercial Manager



Alex Bessa – IT Service Desk Analyst



Driving sustainability through The Chancery Lane Project



The Chancery Lane Project (TCLP) is a UK-based non-profit initiative dedicated to creating and providing free, accessible resources that organisations and lawyers can use to help deliver the transition to a decarbonised and equitable economy.

TCLP uses commercial contracts, and specifically the precedents and clauses comprising them, to achieve these goals. Contracts govern most human activity and transcend jurisdictions and other boundaries. Increasingly, they are being used as a climate risk mitigation tool, a dynamic TCLP aims to accelerate.





Paul Grelon
Co-Founder of the
Fieldfisher TCLP
Working Group

I was inspired by the work they were doing and wanted to bring this to the attention of my colleagues at Fieldfisher – many of whom I knew shared the same concerns TCLP seeks to address.

Lawyers can access TCLP's precedents bank to bring climate-friendly clauses into commercial arrangements on behalf of clients looking to do something more.

At a time when the public is becoming increasingly sceptical about greenwashing, it is important for organisations to be able to show they are taking decisive action to address the climate emergency – including revising their contractual agreements with suppliers and third parties to build in real contractual obligations around reducing carbon emissions.

2023 saw a growing trend of "green hushing" where organisations are afraid to publicise their sustainability for fear of being accused of misrepresenting their ESG credentials.

By incorporating real contractual provisions for achieving net zero, clients can be confident that they aren't engaging in greenwashing.

Asking clients to consider clauses in their contracts that may add cost to their bottom line can be a difficult conversation to have, so we produced a bespoke Upskilling Programme for our lawyers to teach them the basics of the climate and biodiversity crises, and green contracts and how to talk productively to clients about these issues.

The Working Group has also been involved in a series of upskilling workshops to consider the practical realities of climate-aligned contracting.

I expect that in a few short years' time, climate-aligned contracts won't be the exception, they will be the norm.

Fieldfisher established its TCLP Working Group in 2022 to support the integration of TCLP principles into our client work. The Working Group comprises around 45 lawyers from every Fieldfisher department, as well as non-lawyers who want to play a role in the initiative. It is led by the TCLP Steering Committee and overseen by a committee of Fieldfisher partners.

Along with **Jessica Gardner** and **Mikhail Popov**, I founded Fieldfisher's TCLP Working Group after learning more about the initiative through personal connections with TCLP.



Paul Grelon
Dispute Resolution Solicitor



Jessica Gardner
Regulatory Partner



Mikhail Popov
Medical Negligence Solicitor

Fieldfisher's
TCLP Working Group
Steering Committee



Helping clients meet their green objectives



Sonal Patel Oliva
Director, Franchising,
Advertising and
Commercial

In 2023, we were asked by a global pharmaceutical company to introduce new environmental clauses into its template services agreement, to enable the client to meet its own 'green' targets and commitments to third parties when contracting with a range of suppliers.

We drew upon a number of general commercial clauses in the TCLP bank when drafting the new clauses and included provisions, which required the supplier to meet certain reporting obligations.

We also included various sustainability objectives in relation to single use plastics, renewable energy usage, water auditing and the use of electric vehicles in service journeys.

We are also advising a client in the consumer goods sector on implementing its environmental policy and related obligations into a manufacturing agreement with a third-party manufacturer.



Social: Our people



Justina Omotayo
Senior Manager
Inclusion,
Equity and
Diversity

Inclusion, Equity & Diversity in the legal industry

Having joined Fieldfisher as Inclusiveness, Equity & Diversity Senior Manager in late 2023, my imminent focus is to understand the firm – the business, our people, and their needs across our all office globally, to carefully consider the direction of travel for the future and build upon the existing IED work.

It is important that we take an intersectional approach to IED recognising that our people have a unique set of identities that interact with each other and shape their individual experiences and perspectives.

IED is clearly a strategic priority for Fieldfisher, which provides a strong foundation on which to build upon with commitment and buy-in from senior leadership and the board.

I am especially glad to see that some positive steps have already been taken and a lot of work has been done over the years, particularly in early careers.

It's a phenomenal achievement for Fieldfisher to have its first cohort of solicitor apprentices qualifying in the 2023/2024 financial year and is certainly an area where Fieldfisher is ahead of the curve.

Social class continues to be the biggest barrier to accessing and succeeding in the legal profession, and this is compounded for women and those from an ethnic minority group. The more that we can do to dismantle this obstacle by ensuring all people irrespective of their backgrounds access and succeed in a career in law, the better the profession will be.



Inclusion, equity and diversity continue to be at the forefront of the social dimension of ESG, emphasising that, for us, sustainability is inherently linked to the well-being and diversity of our people. At Fieldfisher we aim to create a workplace where our people can thrive and be themselves, one that reflects an inclusive society and recognises the needs of our own diverse groups of clients.



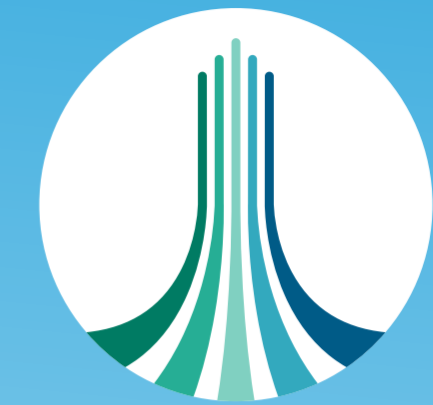
While significant progress has been made in the last century since women in the UK gained the right to practice as solicitors, the focus now shifts to how we retain talent and foster a diverse pipeline to partnership and leadership roles.

Likewise, advances have been made in LGBT+ inclusion but we must continue cultivating an inclusive culture, considering the challenges faced by our trans and non-binary colleagues.

When it comes to disability, ethnic minority, and social mobility representation, there is still significant room for improving entry and progression.

Exploring what more we can do to foster greater inclusion to support working families and caregivers is paramount and given the gender imbalance in the primary caring roles, this should positively impact the work we do to achieve gender balance in the workplace.

So, lots of work to do and I look forward collaborating with our people, clients and communities in the coming period and reporting back on progress.



Recognition for our IED initiatives

Winner
Disability Initiative of the Year

at the Women & Diversity in Law Awards 2023

Winner
Rising Star in Diversity Change Award

for **Millie Hawes**, Head of Just Purpose, at the Women, Influence & Power in Law Awards 2023

Commended
Innovation in Diversity and Inclusion

for Fieldfisher Discover Disability at the FT Innovative Lawyer Awards 2022



Employee networks

Our employee networks are integral to our commitment to inclusion, equity and diversity, where individuals can bring their true self to the workplace. Led by employees, these networks champion initiatives that foster a sense of belonging, collaboration and align with our IED strategy and the firm's values.



Pride Network

The Pride Network aims to support the firm to ensure its policies and practices reflect the needs and aspirations of all LGBTQ employees. It also aims to promote Fieldfisher as an inclusive and supportive environment for the LGBTQ+ community.



Mental Resilience Support Team

As a firm we endeavour to create a safe and supportive work environment that promotes employee well-being. The fully trained Mental Resilience Support Team provides mental health first aid and a safe space to discuss mental health concerns.



Women at Work

Women@Work (or W@W) is the firm's network for addressing and tackling the issues faced by women in the workplace. W@W also aims to highlight and promote various opportunities for all women across legal and business services roles.



Discover

Led by the social model of disability, Discover is the firm's disability network that creates an accessible space to talk about disability and implement inclusive change at the firm.



RISE

RISE: The firm's Race Inclusion Support & Education network aims to raise awareness of under-represented race and ethnicities in the legal sector as well as support and celebrate individuals from those communities. It also aims to share, communicate, and educate on issues relating to culture, race and religion.



Menopause network

The Menopause network, alongside the Menopause Support Policy, is to highlight the impact menopause can have on our female colleagues, their line managers and other employees in the workplace.



Christian Network

The Christian Network aims to provide a platform for Christian employees to connect with each other in the workplace to provide a sense of community and support. The network also aims to provide an opportunity for anyone in the firm to learn more about Christianity.



Jewish Network

The Jewish Network aims to foster connection and support for our Jewish colleagues. It is also a platform to raise awareness and educate the firm about the Jewish cultural identity.



Spotlight on RISE

RISE (Race Inclusion Support & Education) has made significant strides in raising awareness of the perspectives, experiences and challenges faced by under-represented ethnic groups at Fieldfisher. This has been carried out through a series of internal and client events; a reverse mentoring scheme; sharing experiences; discussions of topical events; anti-bias training sessions and outreach programmes.

The core purposes of RISE are to create a forum that supports, celebrates and values individuals from under-represented ethnicities; develops, nurtures and grows the diverse talent pool at Fieldfisher; shares, communicates and educates on issues relating to culture, race and religion; and helps to create a diverse, welcoming and inclusive workplace.



There have been many highlights over the past year. One was black history month where we hosted a panel discussion in collaboration with the Law society. We had four incredible black women working in law share their experiences in the legal world. I am proud to be a part of RISE as the networks play important role within our communities and the firm's culture.

Sonal Patel Oliva

Director, Franchising, Advertising and Commercial

Key activities from the last year include:



We hosted a Law Society Black History Month event for the UK legal sector. To celebrate this year's theme, 'Saluting our Sisters', we facilitated a panel discussion with four incredible black women working in law to discuss their contributions to the legal industry, challenges they have faced and how they've navigated the legal world.



In collaboration with our women's network, we invited Anita Asante, first team football coach at Bristol City and former England international, to speak to us on International Women's Day 2023 about her life as a black female professional athlete.



We facilitated short interviews with inspiring individuals outside of Fieldfisher.



We developed an internal Q&A series with employees across the firm to learn more their upbringing, career journeys and perspective on work and life.



We held a series of shared experiences and lunch and learns to mark several religious festivals throughout the year across our offices.



Ethnic, gender & social diversity



Diversity statistics in 2023

Ethnically diverse



15% of our lawyers



9% of our partners



16% of our Executive

Female



63% of our lawyers



27% of our partners



39% of our Executive

Gender balance figures in 2023



50% of promotions into the partnership were **female**



73% of new qualified lawyer hires were **female**



63% of promotions for qualified lawyers were **female**



Diversity and inclusion is a major aspect of good governance



Shiv Haria-Shah
Commercial Crime
Partner and
Founder of RISE

In the same way that our clients are under increasing scrutiny from their customers and clients to demonstrate they abide by good ESG principles and standards, it is only right that we, as professionals, are truly driven by and committed to the same standards.

I am in the privileged position through my practice of being trusted by companies, board, executives and entrepreneurs to manage and navigate the most important opportunities and risks that they and their businesses face.

In addition to litigation, a large part of that involves investigations and the implementation and evolution of corporate compliance programmes. Regulators are increasingly and explicitly recognising what many have known for some time - that DE&I is inextricably and directly linked not only to performance but also to risk.

In 2023, we launched **RISE** (Race Inclusion Support and Education) as part of a relaunch of our internal employee networks.

Through a series of internal and client events, a reverse mentoring scheme, anti-bias training and outreach programmes, RISE, working collaboratively with our other networks, has sought to assist to ensure that Fieldfisher continues to be a diverse, welcoming and inclusive place to work.

I have always valued the perspective and network that my real-world experience, outside of the legal sector, provides.



The firm has provided support, both in terms of time and facilities and funding, for my broader positions as a member of the Board of a County Cricket Club, trustee of a charity which seeks to improve access to sport, mentor for the Social Mobility Foundation and ambassador to Young Enterprise.

It has become clear to me that if you have a good idea, your voice will be heard and your opinion valued, irrespective of seniority. That meritocratic, unbureaucratic and entrepreneurial culture is pervasive throughout the firm.



L to R: Dispute Resolution Director Emma Birch, Trainee Rebecca Stopps and Commercial Crime Partner Shiv Haria-Shah attended the 60th anniversary YE event at HSBC's headquarters in Birmingham.



IED activities in 2023

Creating opportunities for young people

At Fieldfisher, we relish opportunities to work with like-minded organisations to develop programmes to attract people of diverse backgrounds, abilities, and ways of thinking into our firm. Our initiatives to encourage social diversity in the legal profession include:



The Gensler Diverse Legal Launchpad internship programme

We are working with global architecture and design firm **Gensler** to provide young people from backgrounds that are underrepresented in the legal profession with a route into law.

In 2023, we focused on attracting disabled people, neurodivergent people and people with long-term health conditions through a four-week, full-time, paid internship.

Both Gensler and Fieldfisher share the belief that by taking clear, positive action, organisations can support aspiring disabled lawyers while building a more equitable and accessible culture.

This was our second year of partnering with Gensler, allowing students to attend Gensler's Legal Studio to experience design-related legal scenarios and shadow Gensler's counsels during negotiations and meetings.

Students then spent a week at Fieldfisher's offices for a series of workshops led by its Employment, Pensions, Immigration and Compliance team.



Coming to Fieldfisher has exposed me to real life use of technology in legal practice. These experiences have been really insightful and complemented the classroom training I have received.

Chizurum Ogedengbe
Birmingham University MSc student

Participation in City Century to improve social mobility

Fieldfisher is proud to partner with **City Century**, a collaboration of more than 50 City law firms, to significantly increase the number of solicitor apprentices entering the City of London.

Led by the City of London Law Society, the programme identifies, attracts, recruits, educates, qualifies, and develops committed solicitor apprentices. By 2040, City Century envisages that at least 100 new partners will have been created by the solicitor apprentice route.



Ladies in Fintech

In Germany we launched the "Ladies in Fintech" initiative with the aim of not only connecting women in the Fintech sector but also generating more visibility for women in these industries.

Our partnership with the German Female Fintech Festival and a Fieldfisher hosted event on "Generative AI – Opportunities and Risks in the Fintech Sector" perfectly align with this goal.

Our panel discussion revolved around topics such as the scope for banks or financial institutions in utilising Generative AI in their processes, whether Generative AI serves as a catalyst for more equality by uncovering unconscious bias, or if the opposite is true. There also was a heated debate about the speed at which the issue is progressing and whether pausing in the deployment of the technology is sensible or merely advantageous for those who do not use AI responsibly.



Sponsoring the Responsible Data Science MSc at Birmingham University

The University of Birmingham works with professional partners to enhance equality, diversity, and accessibility to the legal and tech sectors.

Fieldfisher is proud to be one of its original collaborators on its MSc in Responsible Data Science.

This year we hosted two students from the programme at our UK offices for two weeks, giving them the opportunity to learn about and contribute to the firm's approach to technology.

German Diversity Day and Partnership with ADAN e.V. and Arbeiterkind.de in Germany

In collaboration with the ADAN e.V. and Arbeiterkind.de, we hosted a panel discussion as part of the German Diversity Day, focusing on diversity dimensions related to social background, migration experience and ethnic origin.

Together with representatives of these organisations, we examined the challenges and best practices in the workplace and applied these insights to our own work environment.

Diversity dimensions are a central aspect of our recruiting processes.

We participate in events like the ADAN Career Day, where we engage with various ethnic minority communities.

In 2023 through our career days and diversity in law awareness programmes we recruited two female employees in Germany.



We advocate for an inclusive work environment, are signatories of the Diversity Charter in Germany, and promote the visibility of Afro-Germans and African students and professionals in society as partners of the ADAN e.V. network. We also provide pro bono legal support to the organisation. This partnership serves as an important recruiting touchpoint for attracting diverse talent to our workforce.

Daria Kozlikina
Employer Branding
Manager,
Fieldfisher
Germany



Broadening access to law through apprenticeships



Our Solicitor Apprenticeship Scheme



Sarah Donoghue
Early Careers
Manager

Fieldfisher was one of the first UK firms to launch a solicitor apprenticeship scheme six years ago and we are proud to have seen our first cohort qualify in 2023.

The firm currently has 26 solicitor apprentices across practice groups and offices. The programme offers an accessible entry point into law, enabling groups historically underrepresented in the legal sector to pursue a legal career. These include people who have experienced socioeconomic barriers, people from underrepresented ethnic backgrounds, and neurodivergent people, among others.

We are already seeing the impact of our inclusive recruitment, with 35% of our current trainee cohort and 44% of our future cohort joining from one of our schemes. Our application process concentrates on an applicant's raw talent as opposed to their academic grades. This strength-based recruitment strategy allows candidates to be more authentic throughout the process, demonstrating their skills and passion for a career in law.



In sixth form everyone was being encouraged to go to uni, but I just knew I didn't want to jump straight into that. I found out about the solicitor apprentice programme, and for me it's the perfect fit.

Samuel Jeremiah
Solicitor Apprentice in the Real Estate team in London

Our ACE Apprenticeship Programme



Ellie Williamson
Recruitment
Manager

Following the success of the Solicitor Apprentice programme in diversifying the intake of talent and providing greater equality of opportunity to bright people, it seemed logical that the model could extend to non-fee earning roles.

We introduced non-legal apprenticeships in 2022. The Apprenticeship Career Excellence (ACE) Programme, is a formalised training and qualification scheme focusing exclusively on business services.



We currently have 19 ACE apprentices working in a range of business services teams including HR, Marketing and IT.

All the apprentices are studying for professional qualifications funded by the firm which will set them up for long-term careers in business services roles or wider careers. We want to do all we can to give people from all walks of life a chance to make a success of their careers.



Opting for the ACE Apprenticeship Programme was definitely the right career decision for me. I tried uni but realised I was going just for the sake of it, and that there's more than one path for people to follow.

Benita Angorit
ACE Apprentice in the Marketing team in London



Supporting our people

To support our people during challenging times and periods of change in their lives, we offer a range of support programmes and policies.



Carers' and dependants' leave policy

We recognise that our staff may, at times, need to juggle work with caring responsibilities for children, ill or disabled family members, partners or close friends. We offer up to five days' paid leave to staff to care for their loved ones.

Domestic abuse

We are one of the first law firms to operate a zero tolerance policy to domestic abuse and commit to supporting staff members affected by psychological, physical, sexual, emotional, verbal and financial abuse. Our **'Domestic Abuse Support Service'** ensures all steps are taken for our employees to feel safe in the workplace, including a change in working conditions, compassionate leave, mental health support and specialist legal advice for those who have experienced abuse from an intimate partner or family member.

Fieldfisher was one of the first law firms to introduce this policy and it means disabled colleagues are not reliant on annual leave or sick leave to take time off for commitments like routine appointments, healthcare assessments, ongoing treatment, symptom flare-ups, and other disability-related needs.



Disability Leave

At Fieldfisher, our Disability Leave Policy offers people paid time off for a reason related to an individual's disability, neurodiversity, or long-term health condition. This is entirely separate to other absence leave and is designed to remove barriers experienced by disabled people in the workplace.



Menopause



of menopausal women are now in work yet research shows that menopause can still be considered taboo or 'hidden'.

We are working to foster an environment in which all colleagues, men and women alike, can openly and comfortably discuss menopause, understand symptoms and their severity and provide the support and adjustments needed to retain staff and empower their continued professional success. We held two sessions to raise awareness around the menopause and its impact on our female colleagues and other people in the firm.

Neurodiversity Policy

In a society that has yet to become truly accessible and inclusive, we recognise that the legal sector has work to do to better cater for the needs of neurodivergent people. Challenging these barriers continues to be a focus for the firm through our Neurodiversity Policy and Discover Disability network. In 2023, we began a holistic review of our workplace adjustments processes with plans underway for targeted recruitment pathways for neurodiverse talent. More on this to come in 2024.

Transgender & Gender Identity Inclusivity Policy

This policy outlines the Firm's commitment to ensuring that transgender employees are treated with dignity and respect and are not disadvantaged in the workplace.

Adoption Leave

This leave grants adoptive parents 52 weeks leave and 26 weeks of full pay if they have completed 12 months of employment at the firm.

Post-partum plan

Our specialised post-partum plan offers both parents online advice and expert guidance on nutrition, positive mindset, physical movement, and recovery.

Fertility Treatment Leave

Granted for the purpose of receiving and recovering from fertility treatment and to attend appointments specifically associated with the process, this policy grants employees up to five days' leave in any 12 month rolling period.

Pregnancy loss and parental bereavement leave policy

Pregnancy loss or the death of a child is a devastating experience. We provide all staff (including adoptive and surrogate parents) who had or would have had caring responsibilities two weeks' paid leave to grieve. We offer full maternity or paternity leave, pay and benefits to any employee who loses their baby at 24 weeks or later, and do all we can to help them return to work when they are ready.

Social: Community

Social action is at the heart of Fieldfisher's community work. Through collaboration with civil society organisations, we direct our people's skills and knowledge to where organisations need them most. From removing barriers for young people to building resources to tackle inequity for the homeless community, we learn from the experts to drive change and raise funds. Our people have access to time off in lieu for community skills-based volunteering and fundraising.



Our Just Purpose initiatives push boundaries and adapt to evolving communities. Our sector-leading societal impact projects find purpose in representing individuals experiencing inequality, strengthening organisations, and driving action via pro bono and community programmes.

Through Just Purpose, we equip our people to build a more just and equitable society.

In 2023, we launched a new European strategy seeking to enhance our programme and develop distinctive specialisms.



Preventing young suicide in the UK




Amanda Scott-Barbera
Corporate Fundraising Officer, POPYRUS



Fieldfisher London has been supporting POPYRUS, Prevention of Young Suicide since September 2022, during which time our people have raised over **£175,000** through staff fundraising and firm donations. With initiatives ranging from suicide prevention training to myth-busting comedy nights, we have worked together to promote POPYRUS's mission and help make our communities suicide safer.

In the upcoming second year of our partnership, we will be dedicated to equipping our colleagues with the knowledge to identify the signs of suicide and understand how to facilitate an open and safe conversation. With some more fantastic fundraisers planned, we look forward to continuing to advance the vital work of POPYRUS.



Fieldfisher London has supported Papyrus by fundraising over **£100,000** in the first year with Papyrus.

POPYRUS Prevention of Young Suicide is the UK charity dedicated to the prevention of suicide and the promotion of positive mental health and emotional wellbeing in young people. It isn't widely known that suicide is the biggest killer of people aged 35 and under in the UK.

Founded in 1997 by a group of bereaved parents, who had lost children to suicide, POPYRUS exists to reduce the number of young people who take their own lives. We are a leading youth suicide prevention charity in the UK, with offices in all four nations.

Our 24/7 suicide prevention helpline, HOPELINE247, is staffed by trained suicide prevention advisers to help keep young people safe from suicide. We also deliver suicide prevention education and training packages to thousands of people each year, and advocate for change to current legislation around suicide prevention.

Corporate partnerships play a significant role in helping POPYRUS to reduce the number of young people who take their own lives.

The offer of legal advice and support we have from Fieldfisher is amazing. It is reassuring to know we have that kind of legal expertise at our disposal.

Raising awareness through Fieldfisher's channels and clients also helps us widen our reach. What is really important to us is involvement and "buy in" from the top down from our corporate partners. Fieldfisher has been excellent at this, with people at all levels across the firm getting involved.

The **Ashes Charity Dinner** at Lord's Cricket Ground in July 2023, organised by Fieldfisher partners as part of its One Firm Action initiative, was such a lovely evening filled with support and generosity. Next year, another Fieldfisher partner has organised a relay team to swim the English Channel to raise money for POPYRUS in July 2024.

This partnership to date has no doubt been a success, this is down to the engagement, commitment, and hard work from Fieldfisher employees and their supporters.



Case study: Our continuing support for Ukrainian Refugees

In 2023, efforts to mobilise humanitarian supplies for Ukrainian refugees continued, co-ordinated by Düsseldorf IP Partner, **Benjamin Grzimek**, and **Joanne Gausden**, Office Account Supervisor in the London Finance Department.

We have prioritised support for crisis centres, appeals from people on the ground, and responses to disasters such as the Kakhovka dam destruction. Donations have been collected from Fieldfisher offices in Amsterdam, Brussels, Düsseldorf, London and Manchester.

In response to appeals for more adult clothing and English children's books, we earmarked donations for Ukraine from our One Firm Action pre-loved clothing and book sales.

We also funded industrial equipment to replace irreparable kitchenware for a 500-person refugee centre, access to IT equipment, and distribution of basic and hygiene essentials and humanitarian aid.



Social: Pro bono

Pro bono at Fieldfisher



Catriona Filmer
Pro Bono Senior
Associate,
and disability
rights lawyer

At Fieldfisher, we are driven by our commitment to build impactful pro bono work. This includes collaborating with civil society organisations to establish and manage capacity-building projects and our flagship programme aims to deliver systemic change in the disability rights space.

Our selection of pro bono partners is guided by our in-house skills and expertise with our pro bono team identifying causes and projects based on our strategic focus areas.

The desire to deliver lasting change was what attracted me to Fieldfisher, when UK legal aid cuts in 2013 made it even more challenging for those in need to get legal assistance.

As a disability rights lawyer, the firm's particular focus to break down barriers faced by disabled people, both within pro bono and our Discover Disability Network, meant it was a natural fit for me along with the firm's culture and value.

Our pro bono work has evolved into four focus areas:



While most of our pro bono activity falls within these focus areas, our breadth of work and impact is vast as we welcome introductions from anyone in the firm who has a connection with a charity in need of legal advice. Many organisations have since become long-term pro bono clients.

There is real enthusiasm and support for our ESG activities at Fieldfisher and we are making sure we harness that enthusiasm in a strategic way, to get the best possible outcomes for our pro bono clients.

Our 2023
pro bono
impact

in numbers

5828

hours of pro bono work by
212 Fieldfisher staff

£1 million+

spent giving pro bono
advice to clients

85

Charities and causes
supported



Case study: Rachel's Voice

Developed in partnership with the national learning disability charity, **Mencap**, Rachel's Voice works to reduce avoidable deaths of people with a learning disability in healthcare settings with the mission of driving health equality.

The initiative also provides legal advice to families and carers of people with a learning disability who have suffered an avoidable death in an acute hospital setting due to failures in medical care, whether the death has occurred in the hospital or in the community after discharge.



Over the past couple of years, the project has:

Commissioned research with the **University of Liverpool** to examine patterns in reporting of deaths over the past 4 years

Achieved the Reopening of an inquest into the death of a 27 year old woman for whom an inquest had previously been refused

Continuing engagement with **Department of Health**

Effectuated changes to a Health Trust's investigatory process to ensure it includes considerations specific to learning disabilities

Met with **NHS England**, the governing body for all health services in England setting out our concerns on death certification and the need for change



Case study: Our new pro bono partnership with WWF



In July 2023, Fieldfisher unveiled its new pro bono partnership with the **World Wide Fund for Nature (WWF)**.

WWF is the world's leading independent conservation organisation and is part of the coalition of charities comprising WWF, the RSPB and the National Trust, behind the Save our Wild Isles campaign.

Fieldfisher marked its partnership with WWF by hosting a screening of one of the Save Our Wild Isles business films titled "The Business of Nature" and a panel discussion on the role of lawyers and the law in protecting nature at its London office on 5 July.

The panel was chaired by Lord Carnwath, a former Supreme Court judge, and featured Kirsty Brimelow, KC; Phil Bartram, a Financial Services Partner at Travers Smith; Mark Maurice Jones, General Counsel at Nestle UK & Ireland; Jake White, Head of Legal Advocacy at WWF, and Jessica Gardner, Regulatory Partner at Fieldfisher. The event was introduced by Fieldfisher Senior Partner, David Wilkinson.

Fieldfisher will be supporting WWF by providing pro bono legal advice and assisting the charity in its fight to protect the environment in the UK.



We know from our staff surveys that the environment is the number one issue they want us to focus on in terms of pro bono support, so we are delighted to be partnering with WWF.

David Wilkinson, Senior Partner



Recent Law Society guidance tells us climate change risk will affect nearly all our clients. But there is nothing in that guidance that talks specifically about nature and biodiversity, and as a profession we must shift our approach from thinking about climate change generally to considering nature and biodiversity specifically.

Jessica Gardner, Regulatory Partner

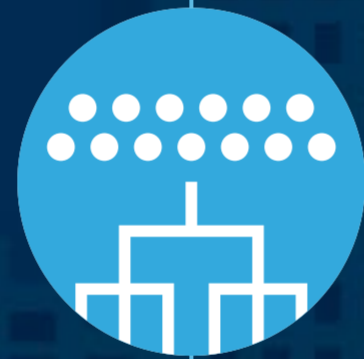




Governance

Executive Committee

Fieldfisher's Executive Committee is responsible for implementing the firm's business strategy and driving growth of its international offices, sectors and practices. It is appointed by **Robert Shooter**, the firm's Managing Partner.



Robert Shooter
Managing Partner



Katherine McPherson
Chief Strategy Officer



Ranjit Dhindsa
Head of EPIC*



Colin Gibson
Head of Dispute Resolution



Steve Moss
Chief Financial Officer



Guy Usher
Co-Head of Financial Markets and Products



JP McDowell
Managing Partner Ireland



Philipp Plog
Germany Managing Partner



Iona Meeres-Young
Head of PIMN**

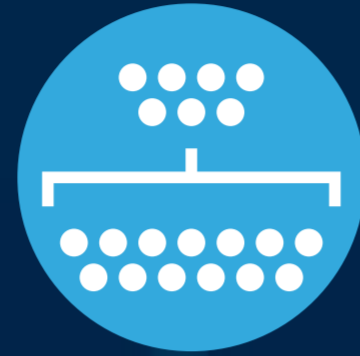


Tim Van Canneyt
Partner, Technology & Data



Supervisory Board

Chaired by the firm's Senior Partner **David Wilkinson**, the Supervisory Board oversees the firm's Executive Committee on behalf of the partnership. It also acts as a sounding board for management on strategic issues.



David Wilkinson
Senior Partner



Ramatu Banga
Partner, Real Estate



Jan Hartmann
Partner, Corporate



Vivien Davies
Partner, Dispute Resolution



Stijn Debaene
Partner, IP



Douglas Peniston
Operations Director



Robin Spender
Partner, Banking & Finance

Operations Board

The Operations Board is concerned with the efficient running of the firm. It comprises senior members from Business Services departments including IT, HR, Finance, Risk and Marketing & Business Development.



Robert Shooter
Managing Partner



Katherine McPherson
Chief Strategy Officer



Andrew Dodd
General Counsel



Catherine Hudson
Partner, Risk



Steve Moss
Chief Financial Officer



Sasha Radoja
Director of BD & Marketing



Nigel Lang
Chief Information Officer



Carole Ohl
Chief People Officer



Douglas Peniston
Operations Director



There's demand for the right kind of governance



Ranjit Dhindsa
 Head of Employment, Pensions, Immigration and Compliance, Birmingham Office
 Leader, Member of Fieldfisher's Executive Committee



Governance is a bit like health and safety. It has to pervade everywhere.

Our Managing Partner Robert Shooter represents the Executive Committee, our Senior Partner David Wilkinson speaks for the partnership, and our recent Associate Engagement Project and firm-wide surveys have given colleagues formal channels to voice their views on how the firm is run.



Executive Committee

It is important to have people with the right skill sets in key governance roles, and I am so pleased that we have invested in these skills and have a growing team of specialists to help us govern. We need to regularly ask ourselves who we are governing for and take on board how our various stakeholders feel about the decisions we take as a firm.

Consistency and fairness

As a law firm, we have different governance responsibilities – from external influences such as our obligations under the Solicitors Regulatory Authority and our anti-money laundering and sanctions clearance procedures, to our internal policies on areas like pay and whistleblowing.

It's important to stress that, as lawyers, we are here to advise on the law consistently and fairly for all our clients, within the transparent governance parameters we set ourselves.

Our risk and conflicts committee helps us decide on the most complex mandates. We know from experience that organisations fall down when their values are too principles-based and don't mean anything in practice, so we take a practical approach to applying our values.



Clients and colleagues look for authenticity, and that is what we strive for. It is great that we also have so many passionate people who want to play a role in upholding our values.

When I have been recruiting for senior lawyers to join our team, the majority tell me that Fieldfisher seems like a place where people are important to the businesses, and that is why they want to work here.

This shows there is demand for the right kind of governance, the right kind of culture and the right kind of values.

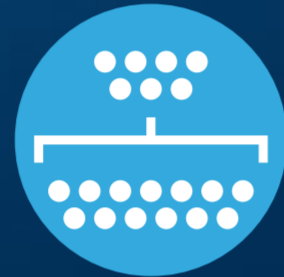




Vivien Davies
 Dispute Resolution Partner,
 Head of the MENA Group,
 Member of the Supervisory Board

David Wilkinson
 Senior Partner,
 Chair of the Supervisory Board

Ramatu Banga
 Real Estate Partner,
 Member of the Supervisory Board



Supervisory Board

Fieldfisher's Supervisory Board oversees the firm's Executive Committee on behalf of the partnership. It also acts as a sounding board for management on strategic issues.

Chair of the Supervisory Board David Wilkinson and Board members Vivien Davies and Ramatu Banga explain the Board's key focus areas and elaborate on its significance in the firm's governance structure.

What is the main function of the Supervisory Board?

Vivien: The Supervisory Board is an integral part of Fieldfisher's governance system. It ensures the decisions of the Executive Committee, the firm's main management body, are made in a rational and fair manner. The Supervisory Board acts as the ear of the partnership and is, therefore, an important conduit for partners to raise issues with management, which they may feel less able to raise directly.

David: Fieldfisher is a large corporate organisation but at our heart, we want to maintain the feeling of partnership, where each partner has a sense of ownership and the respect of, and fellowship with, other partners. The Supervisory Board seeks to maintain this culture.

How does it operate in practice?

David: We meet regularly with both the Managing Partner and the wider Executive to discuss developments, plans for the future and any issues of concern. As members of the Supervisory Board are drawn from across the firm, we are able to take soundings from the whole partnership and feed this into management decision making. Our role is to ensure challenge and good governance and that the Executive operates within the framework, financial risk appetite and culture the wider partnership expects, and which has been set out in our Members Agreement.



How do large organisations benefit from having Supervisory Boards?

David: Once firms reach a certain size, it is very common for firms to adopt an Executive Committee and Supervisory Board or Partnership Council structure. This is borne out of a need to recognise not everyone can be involved in day-to-day management, but, equally, that the partners want to feel a connection with the management of the firm.

What objectives do you have for 2024?

Vivien: There are challenges for us in the year ahead. Many of these are macro-economic and the Executive is looking at how we address these. From a Supervisory Board perspective, our objective is to see that our culture is preserved and enhanced as we continue to grow as a European powerhouse. As we become a more diverse partnership and community, we need to recognise and celebrate this, while also changing how we work to become more efficient.

Ramatu: Maintaining our fair and reasonable culture will be one of our key priorities.

Over the last 12 months, there have been some significant positive changes; a lot of work has been done by our Managing Partner, Executive Committee, Partners and Business Services committee members on areas including remuneration, collaboration and financial hygiene.

We want to build on this good work over the next year to help ensure the firm is resilient and able to adapt to whatever changes the future holds.

How does Supervisory Board allow members to contribute to good governance?

David: I have stayed with Fieldfisher for the whole of my working life because of the culture and the people, many of whom I count as personal friends. Being Senior Partner and a member of the Supervisory Board allows me to contribute to that culture, while recognising that we cannot stand still and helping to manage change.

Vivien: I am proud that the Board is the most diverse and gender-balanced management board within the firm. A third of its constituents come from our international offices.

The importance of the Supervisory Board cannot be overstated in providing a direct route for partners to access management. It has been my privilege to be its member to help facilitate its activities, allowing for greater transparency in our governance structure overall.

Ramatu: I echo the pride of my fellow Supervisory Board members in being able to represent fellow partners by making suggestions, and feeding back on proposals to ensure the views and concerns of partners are raised early in the decision-making process. It is reassuring to know we are trusted to make a difference. We all feel it is essential for feedback to be given and heard, as I believe that it does help shape decisions, and the process itself helps us maintain an inclusive environment.



Associate Engagement Project

At Fieldfisher, collaboration is an integral part of our strategy, and we create opportunities for all our partners and employees to collaborate in every area of our work. In 2023, Fieldfisher ran its first international collaboration project with associates. The Associate Engagement Project, co-led by Regulatory Partner **Jessica Gardner** from the London office, Tech & Data Partner and Executive Committee representative **Tim Van Canneyt** from our Brussels office, and co-ordinated by Senior Engagement and Communications Manager **Amrita Dasgupta**.

To support Fieldfisher's strategic objective of improving collaboration across the firm, the project involved a series of engagement sessions with 218 non-partner fee earners across

14 offices where they were asked to discuss and feedback on the topic of collaboration in the firm. The sessions were enthusiastic and detailed and the average engagement rate in these sessions was 84%. Our associates appreciated the fact that they had a say in the governance of the firm and felt listened to.

The largest groups to engage on the topic of collaboration were:

Based on the recommendations made in the report, the firm's Executive Committee selected a shortlist of actions designed to help foster collaboration at Associate level.

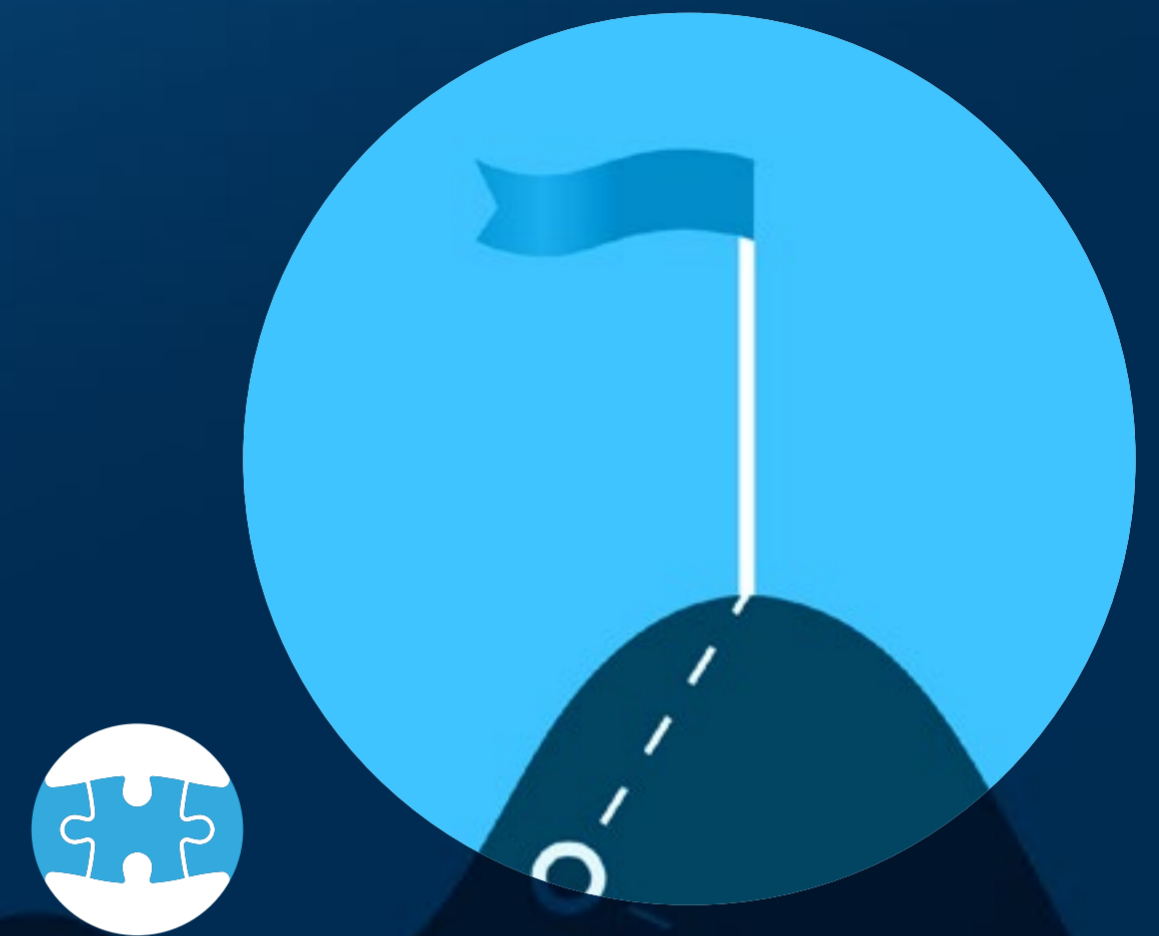
Key actions include: more in-person events specifically for associates, including training and skills workshops; structured inter-office and intra-office secondments; and giving Directors a greater role in client relationships in preparation for those who would like to apply for partnership in future.

30%
Senior Associates

37%
Associates

17%
Solicitors

8%
Paralegals and Trainees



Collaboration is something that needs to be pushed from the top

- At Fieldfisher, we believe in including everyone.
- Successful collaboration allows us to work together across different teams and offices as one firm.
- Leveraging our individual expertise, shared purpose and strong relationships, we seamlessly deliver value to our clients and fulfilment for our people.
- By incorporating social listening and using those insights to develop governance strategies we are ensuring that colleagues feel heard and have ownership of our initiatives.

Risk & compliance

Fieldfisher's Risk Group is responsible for managing the firm's global risk exposure by embedding Enterprise Risk Management (ERM) across the firm.

Effective and embedded ERM is seen by the Solicitors Regulation Authority (SRA) and our stakeholders as the key to delivering on our ESG objectives.



The Risk Group has 38 members across four teams:



The Legal and Regulatory team manages the firm's relationship with the SRA and our professional indemnity insurers and provides legal, regulatory and governance advice to our lawyers, staff and management.



The Data Protection and Privacy team manages compliance with data protection law and regulation.



Our Client Onboarding team is responsible for overseeing compliance with our Anti Money Laundering (AML), Counter Terrorist Financing (CTF) and Know Your Client (KYC) obligations.



The Information Security team ensures that the firm is robust against cyber threats.



Our AML/CTF/KYC Processes

Our AML/CTF/KYC checking system is transparent, thorough and reflects the highest industry standards.

We have a 20-strong team of professionals in the UK and France, supported by a network of AML/CTF/KYC and wider Risk specialist lawyers across the jurisdictions in which we practise.

Our policies, controls and procedures are supported by state-of-the art technology. We use the Intapp screen-based client onboarding system, which is smooth, rigorous and compliant, and LexisNexis® IDU®, a digital platform which allows us to check identity information against authoritative sources to reduce the risk of identity fraud. We educate our partners and employees about their individual AML/CTF/KYC and anti-bribery and corruption obligations with regular, up-to-date, industry standard training modules.



To reflect the proliferating AML/CTF/KYC risk, we insist that our partners take personal responsibility for the clients they onboard and that they are held to account in this respect by our Onboarding Risk Committee of specialist partners.

Russian Onboarding

In response to the conflict in Ukraine, in March 2022 we established a Russian Client Onboarding Committee (RoCC) to evaluate prospective new instructions for Russian related work.

The Committee requires any proposal to be compliant with all sanctions legislation and will not accept work which assists Russian military action in Ukraine in any way, or is conducted for Russian Oligarchs, Russian state-backed entities or any individuals who are close to the current Russian regime.

The RoCC enables the firm to apply forensic scrutiny when assessing incoming instructions and adopt a consistent approach to Russian-related work.

Data Governance

Fieldfisher is committed to protecting the privacy and security of the client and employee data it holds.

The confidentiality and security of client information is mandated by both the SRA Codes of Conduct, as well as wider regulatory obligations including the General Data Protection Regulation (GDPR). We have a dedicated Data Protection Officer to monitor compliance with this regulation.

The Firm has made significant investment into upgrading its information security systems this year. The Risk Group has also delivered an increased number of training sessions on data protection in 2023.

Integrity and Ethical Behaviour

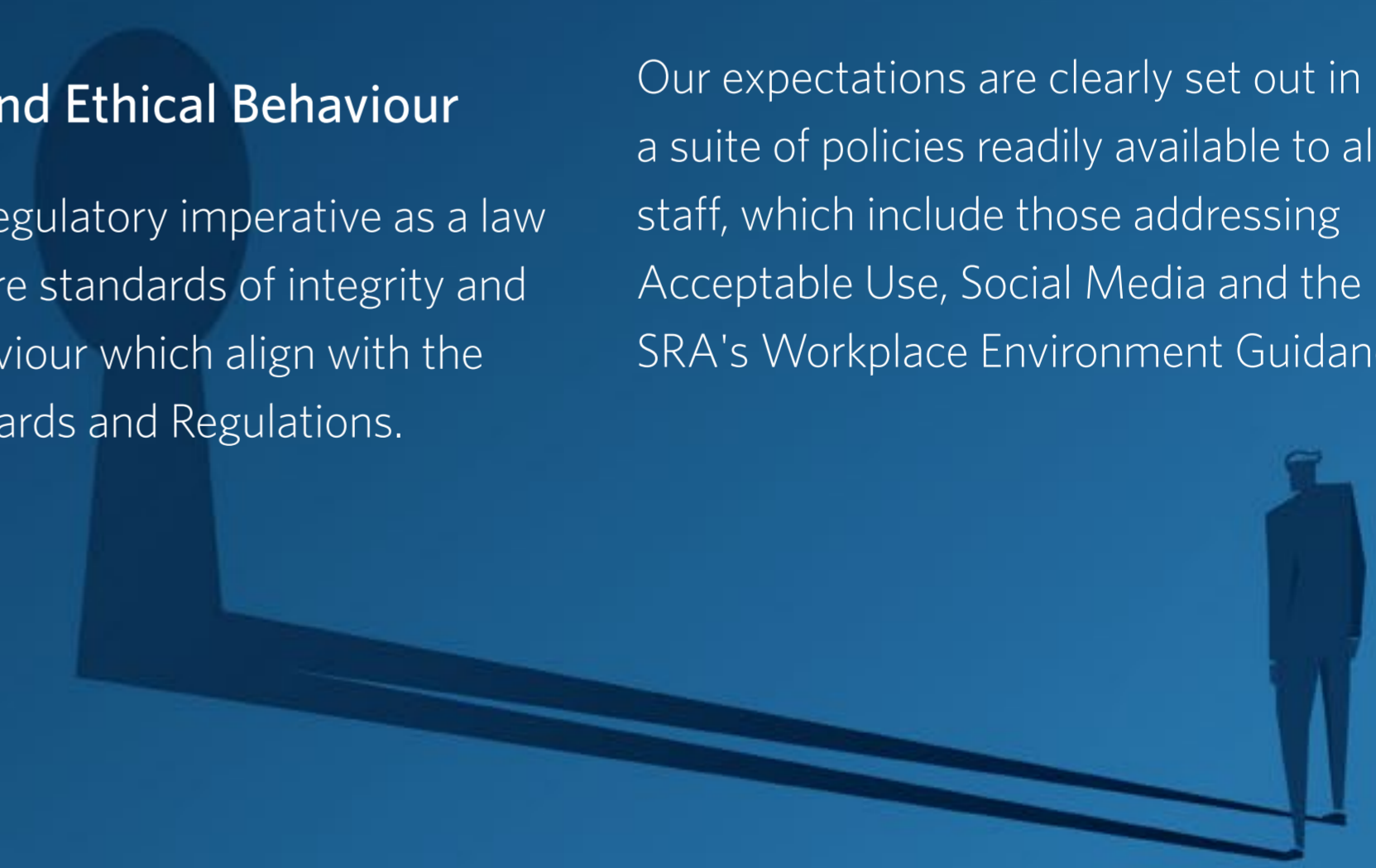
We have a regulatory imperative as a law firm to ensure standards of integrity and ethical behaviour which align with the SRA's Standards and Regulations.

To reinforce and amplify those standards, in 2023 the firm introduced a Behavioural Code which positions integrity and ethical behaviour at the heart of our ERM programme.

The Risk Group delivers regular training and guidance to partners and staff around our SRA and firmwide behaviour expectations.

We spend regular fortnight periods working alongside each Business Unit to raise the profile of the firm's ERM and ESG obligations, reinforce the role of good governance and good behaviour and spread awareness of our online Risk Learning Management System and dedicated intranet pages on risk, compliance and governance.

Our expectations are clearly set out in a suite of policies readily available to all staff, which include those addressing Acceptable Use, Social Media and the SRA's Workplace Environment Guidance.



ESG leaders and champions...

LONDON

Robert Shooter
 Douglas Peniston
 Millie Hawes
 Catriona Filmer
 Hayley Manning
 Ben Groden
 Zara Begum
 Justina Omotayo
 Rachael Wild
 Jessica Gardner
 Paul Grelon
 Jayne Backett
 Amrita Dasgupta
 Arti Shah
 Cecily Davis
 Shiv Haria-Shah
 Alistair Robertson
 Tim Bird
 Zak Ali
 Jonathan Rehbein
 Jessica Mitchell
 Stephanie Green

BELFAST

Lisa Algie
 Michael Spence
 Marcus Farrell
 Michael Beales
 Alexandra Knox
 Chris Taylor
 Mathilda Arnett
 Ruairi Marshall
 Robyn Rhodes
 Claire Jebb

SPAIN

Arantzazu Montero
 Fernando Pinillo

SILICON VALLEY

Felicity Fisher
 Mark Webber
 Megan Ward
 Richard Lawne

MANCHESTER

Linh Hoang
 Elizabeth Brunt
 Adam Hattersley
 Chloe Williams
 Ella Thornton
 Ellie Williamson
 Isabella Harkins
 Kira MacKenzie
 David Bowcock

BIRMINGHAM

Jim Sharkey
 David Kaluwahandi
 Charlotte Williams
 Ranjit Dhindsa

DUBLIN

JP McDowell
 Karen Dempsey
 Ramona Crawford
 Jonathan Moore

BRUSSELS

Jean-François Germain
 Serena Swint

LUXEMBOURG

Ingrid Dubourdieu

PARIS

Bruno Paccioni
 Mathilde Razou
 Marie-Léonie Vergnerie
 Cindy Guilleret
 Nathalie Hadjadj-Cazier
 Alexandra Moulinneuf

AMSTERDAM

Frans-Jozef Crousen
 Marinus de Waal
 Luuk Jordens
 Joanne Uiterwijk

ITALY:

Ludovica Polito
 Guiseppe Rigano

VIENNA:

Gabriela Misic
 Thomas Ruhm

GERMANY

Alexander Haghani
 Alexandra von Bismark
 Bastian Gruhne
 Daria Kozlikina
 Elisabet Hamerich
 Lena Meyer
 Marcus Kamp
 Philipp Plog

CHINA:

Zhaofeng Zhou

...across the Fieldfisher network

