



An investigation not a showcase

Responsible Business Report 2013

We want to conduct our business in an ethical and sustainable manner. As part of our commitment to the UN Global Compact (UNGC), we have sought to integrate the 10 UNGC principles into our business, including through our values, culture, operations and business decisions. This report outlines our progress to date.



[Read more on page 2 – 4](#)

Business

Beyond regulatory compliance, we want to conduct – and be known for conducting – our business ethically and with integrity.



[Read more on page 5 – 12](#)

Pro bono

We have the most impact when we do what we do best: giving legal advice, whether to tackle the complex multi-jurisdictional issues that NGOs face, or to help vulnerable individuals navigate a legal system.



[Read more on page 18](#)



People

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.



[Read more on page 13 – 17](#)

Communities

At Freshfields, the theme of our community investment programme is social inclusion. We believe that, whatever their background or circumstances, everyone should be able to participate in – and contribute to – society.



[Read more on page 19 – 20](#)

Environment

We strive to mitigate our contribution to climate change and to reduce our use of resources. In addition, we offset our carbon emissions and support climate change adaptation projects.



[Read more on page 21 – 23](#)

Performance

We aim to be open and transparent in reporting on our responsible business activities.



Turnover

£1,229.4m

Profit

£312.3m

Profit per equity partner (PEP)

£0.94m

[Read more on page 24 – 30](#)



Senior Partner statement

Going beyond

The debate about the role of business in society continues unabated. Our stakeholders, and society in general, want us to help advance a broader social agenda and not just focus on our own results. These expectations are reflected in corporate reporting requirements which are becoming ever more robust in this regard. The challenge is how, in practice, to ensure that businesses deliver on these expectations and whether they choose to go beyond the minimum level of compliance.

For us, minimum compliance is not enough. We want to conduct our business in an ethical and sustainable manner. We want to act with integrity and sensitivity to our impact on the world around us. We want to make a real and positive difference to the communities in which we operate. Not only is this expected of us, it is the right thing to do.

Our corporate responsibility (CR) programme is stronger than ever. It is recognised as a market leader having been awarded CR Programme of the Year at the UK Legal Business Awards 2013.

But for us, CR is not an isolated programme. As part of our commitment to align our operations and strategy with the 10 UN Global Compact (UNGC) principles, we have sought to integrate CR into our business, including through our values, culture, operations and business decisions. This affects everything we do, from our client and mandate acceptance decisions, to our procurement processes, to the way we interact with the communities in which we operate.

Despite great progress, however, we recognise that we need constantly to challenge ourselves as to whether we are doing the right things and whether we could do more. With this in mind we created a CR Advisory Board to help us with our journey to even better performance.

> For more on this see [CR Advisory Board](#)

The Board includes external representatives Sir Ian Cheshire, Polly Courtice LVO and Sir Nicholas Young. We have explained to them our CR ambitions and have asked them to challenge the way we do things.

We recognise that we do not have all the answers to some of our challenges, including:

- the need to keep our carbon footprint under control, while helping our clients wherever they need us around the world; and
- aligning our commitment for supporting the rule of law and human rights with ethical duties to defend clients who may have stumbled along the way.

In the spirit of transparency we asked the Advisory Board to give us their frank and robust views on our report. These views are plain for you to see throughout the report.

Our ambition to go beyond minimum compliance remains a journey and we invite you to comment in any way that helps us move forward.

Will Lawes
Senior Partner

Key figures 2012/13



 **4,859 employees¹**

 **28 offices worldwide**

£1,229.4m turnover



¹ Data shown is average number of employees in 2012/13 financial year excluding contingency staff and contractors. Freshfields has an exclusive agreement in Riyadh with the law firm of Salah-Al-Hejailan but it is not included within our reporting boundary.

Introducing our Corporate Responsibility Advisory Board

In 2013 we established our Corporate Responsibility (CR) Advisory Board to provide us with external perspective and challenge us on our approach. The Board includes Sir Ian Cheshire, Polly Courtice LVO and Sir Nicholas Young.

Board meetings are held twice each year and the agenda is developed based on the views of the members of the Board and of the partners responsible for the various strands of our CR programme.

Since the inaugural Board meeting in January 2013, agenda items have been as wide and varied as responsible procurement and human rights to client and mandate acceptance.

We are proud to have such high calibre members on our CR Advisory Board and look forward to them helping us achieve our CR ambitions by challenging the way we currently do things.

In the spirit of transparency we asked the Advisory Board to give us their frank and robust views on our current approach. These views are plain to see throughout the report.

Before rejoining the Red Cross in 2001, Nick was Chief Executive of Macmillan Cancer Relief, a large UK cancer organisation. Prior to that he was Director of UK Operations at the British Red Cross, following five years with the Sue Ryder Foundation setting up new Sue Ryder Homes for people with disabling diseases. Nick started his career as a commercial solicitor in the City of London, and then as a partner in a firm of lawyers in East Anglia.

Nick was knighted in the year 2000 for services to cancer care and was made a Freeman of the City of London in 2007. In 2011, Nick was awarded the Outstanding Leadership Award by the Civil Society.



Sir Nicholas Young
Chief Executive
The British Red Cross

Ian was appointed Group Chief Executive of Kingfisher plc in January 2008. Prior to this he held a number of other roles at Kingfisher, including Chief Executive of B&Q. Before joining Kingfisher in 1998 he worked for a number of retail businesses including Sears plc where he was Group Commercial Director.

Ian is Chairman of the British Retail Consortium. He is a Non-Executive Director of Whitbread plc and lead non-executive member on the Department for Work and Pensions Board. He is also Chairman of the Prince of Wales Corporate Leaders Group on Climate Change and President of the Business Disability Forum President's Group. Ian was knighted in the 2014 New Year Honours for services to business, sustainability and the environment.



Sir Ian Cheshire
Group Chief Executive
Kingfisher plc

Polly is Director of the University of Cambridge's Programme for Sustainability Leadership (CPSL). She is also Co-Director of The Prince of Wales's Business & Sustainability Programme.

Polly is a member of the University of Cambridge's Board of Executive and Professional Education and Academic Director of CPSL's Master of Studies in Sustainability Leadership. She is Non-Executive Director of Jupiter Green Investment Trust and an Adviser for the Lloyds Banking Group Sustainability Advisory Group. In 2007 she was appointed by Al Gore to run his Climate Project in the UK, helping leaders deepen their understanding of climate change and explore appropriate action. In 2008 Polly was made a Lieutenant of the Victorian Order (LVO) announced in the Queen's Birthday Honours list.



Polly Courtice LVO
Director, CPSL
University of Cambridge



Our 2012/13 highlights

Launched our global procurement policy and responsible procurement guidelines.



Won CR firm of the year at the UK Legal Business Awards for our CR programme and collaborative work for the London Olympic and Paralympic Games.



Launched our first Senior Partner's Volunteering Award.



***Senior Partner's Volunteering Award**



Our London office environmental management system was accredited to



ISO 14001



Launched our Corporate Responsibility Advisory Board.



Business in the Community Big Tick awards for Work Inclusion and Education.



British Red Cross – our new climate change adaptation partner, voted for by staff.



Launched the Freshfields Stephen Lawrence Scholarship.



£10m+



The value of our community and pro bono programme.



75%



response to our global engagement survey.



Our business

We need a talented, diverse workforce to meet our clients' needs. We also need to earn their trust as a responsible business. We need to be clear that we have – and follow – guidelines that uphold the highest ethical standards wherever we operate.

Getting this wrong is not an option – the risks range from a drop in revenues to severe reputational damage, so we take being a responsible business seriously.

But we still have some way to go to confirm our position as an ethical brand. That's our challenge now, and we intend to seize the opportunity to distinguish ourselves as much as for being a responsible business as for our excellent legal and commercial reputation.

Our services for clients

We advise clients on transactional, contentious and regulatory work across all sectors.

Some examples of our work include:

- Xstrata's €90bn merger with Glencore – the biggest mining deal in history;
- the Greek government's privatisation programme to meet its bail-out conditions – the first time a law firm has taken a role of this nature; and
- the restructuring of the Royal Mail, the world's oldest postal system.

We also played a unique role as the official legal services provider to the London 2012 Olympic and Paralympic Games, a commitment that extended over a decade.

Our approach is to build strong relationships with our clients, for example we've advised our oldest client, the Bank of England, for over 250 years.

We share our strong commitment to corporate responsibility with many of our clients; we collaborate with them on pro bono advice, volunteering, diversity and environmental activities.

We work worldwide

At Freshfields, we want to be known as 'the worldwide firm'. In the last three years we've helped clients in over 200 jurisdictions – from Afghanistan to Zambia, and Greenland to Guyana. Our clients come from all over the globe, and expect us to help them anywhere in the world.

We partner with world-class law firms with know-how where we don't offer in-house services. We also train our staff to develop a commercial, worldwide perspective from day one, and build teams based on the right people for the matter – with lawyers from across our global talent pool, not on who happens to be in the local office.

This means we can give clients the best legal advice quickly and in a cost-effective way, without needing an office on the ground.

Helping clients through their most complex matters

We've worked on more cross-border M&A in the last five years than any other law firm; in 2012 alone we worked on almost 250 deals, with a value of over \$255bn.

Since 2010 we've advised on half the in-depth merger investigations by the European Commission. And we are handling more high-value arbitration cases than any other firm, worth over \$80bn.

Clients turn to our firm when it matters most.

Practices

- Antitrust, competition and trade
- Corporate
- Disputes
- Employment, pensions and benefits
- Finance
- Real estate
- Tax



Sectors

- Consumer and healthcare
- Energy and natural resources
- Financial institutions
- Global financial investors
- Infrastructure and transport
- General industrial
- Pro bono
- Real estate
- Telecoms, media and technology



 For more information on our services go online

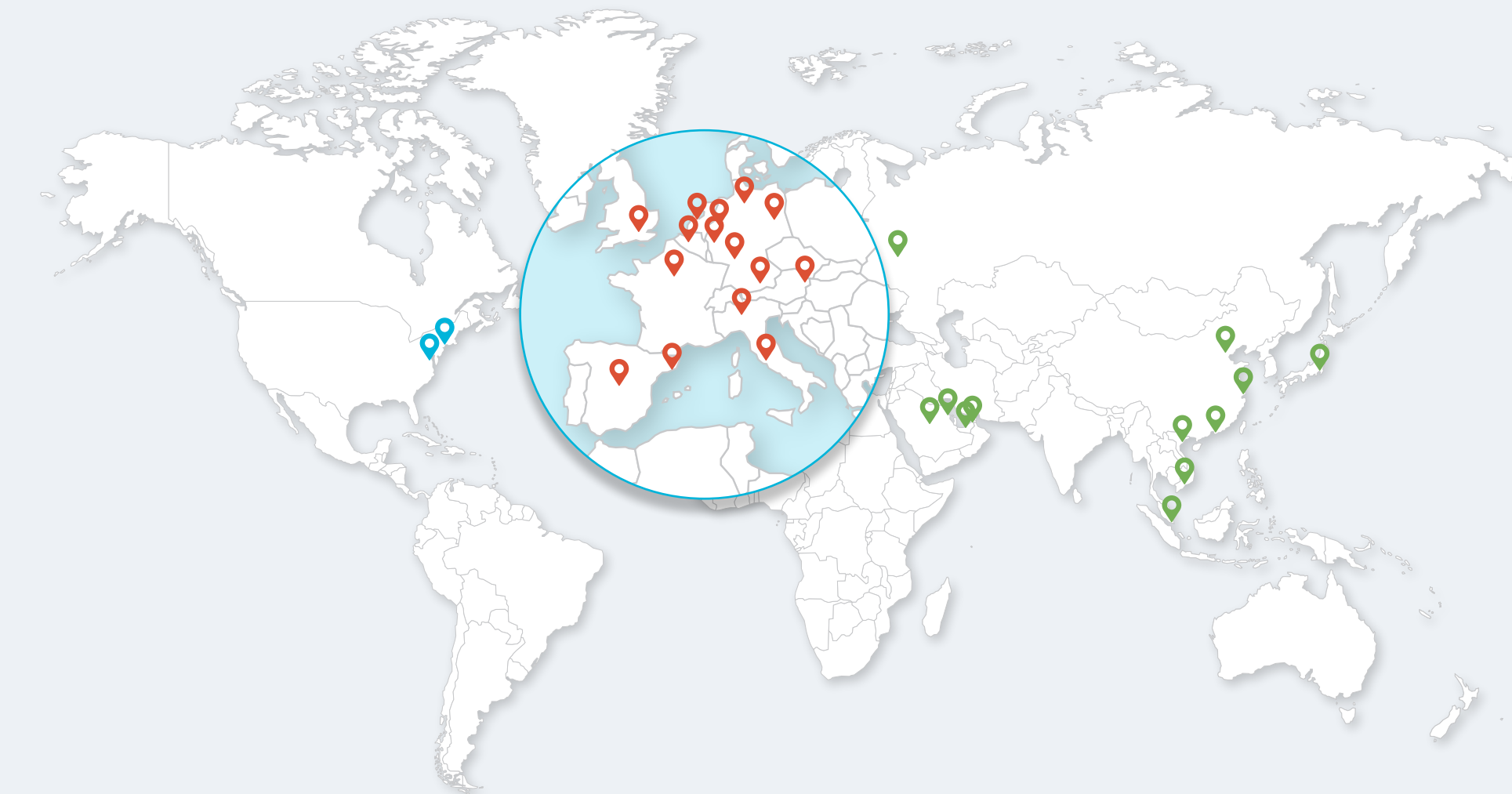
Firm profile

We're one of the world's 10 largest law firms, with over 2,500 lawyers worldwide. We provide business law and operate as an English Limited Liability Partnership (LLP) in all our offices except Hong Kong, Japan and the US. We are a collegiate firm and have no head office; all 28 offices work together in the best interests of our clients.

The firm has sustained a successful period of growth despite business and economic uncertainties in the markets. This has been achieved through the considerable efforts of all partners and staff across the firm and reflects our strength throughout all regions and practice areas. Obviously we care about financial success, but we don't manage the firm to maximise short-term profit. We care much more about sustainable success.

	2013 £m	2012 £m	2011 £m
Turnover	1,229.4	1,177.0	1,115.7
Profit	312.3	329.1	372.6
PEP	0.94	0.974	1.072

Global employees²



Office average 2012/13

Abu Dhabi	5
Amsterdam	164
Bahrain	5
Barcelona	16
Beijing	54
Berlin	106
Brussels	140
Cologne	189
Dubai	63
Dusseldorf	194
Frankfurt	387
Hamburg	167
Hanoi	24
Ho Chi Minh City	16
Hong Kong	207
London	1871
Madrid	122
Milan	108
Moscow	145
Munich	93
New York	201
Paris	247
Riyadh	7
Rome	54
Shanghai	45
³ Singapore	10
Tokyo	36
Vienna	135
Washington	50
Total	4,859

² figure refers to average number of employees excluding contingency staff and contractors

³ We opened our Singapore office in October 2012

For more information go online

Our approach to responsible business

Beyond regulatory compliance, we want to conduct – and be known for conducting – our business ethically and with integrity. Not only is it the right thing to do, our clients expect it of us. Our ambition to be the leading international law firm is inextricably linked with our leadership in this field.

Our strategy maximises the value CR can bring to our business. We focus our efforts on where we can make the greatest difference:

- using our professional skills for the greater good (ie pro bono);
- creating a positive impact on the communities in which we operate;
- being an excellent employer, promoting inclusiveness and diversity; and
- minimising our impact on the environment.

Our approach focuses on those social and environmental issues that are important to our business and to our stakeholders.

➤ See Our material issues.

The UN Global Compact (UNGC) also forms an integral part of our approach to responsible business. We have been proud participants of the UNGC since March 2009 and are fully committed to aligning our operations and strategies with the 10 UNGC principles in the areas of human rights, labour, environment and anti-corruption. We describe our progress later in this report.

Governing responsible business

Our Senior partner has overall responsibility for our responsible business programme. In addition we have a global CR partner, a global environment partner, a global pro bono partner, and our global head of HR.

Office managing partners around the network are responsible for implementing our corporate responsibility strategy and commitments. They consider local issues, such as office size and the needs of the communities in which they operate. Community investment, pro bono and environment co-ordinators in each office support these partners.

Managing corporate responsibility is a challenge. Our central CR team is based in London, Frankfurt and Paris. Offices and regions have different priorities and needs, but we've tried to balance centralised activity and local autonomy to overcome these issues.

In 2013 we launched our CR Advisory Board, comprising Sir Ian Cheshire, Polly Courtice LVO and Sir Nicholas Young. The Board meets biannually and their remit is to provide strategic guidance on our responsible business activities and responsible business report.

'Freshfields' pro bono, social and environmental practices are exemplary. The next step is for the firm to offer leadership defining the role of the legal profession as societies develop the necessary new business, economic and governance models that will be required to see us through the coming decades.'

Polly Courtice LVO
External CR Adviser



Responsible business at Freshfields



Our material issues

Our report covers the issues that are important to our firm and our stakeholders. Our key stakeholders are our employees (past, present and future), clients, suppliers, local communities, charities, non-governmental organisations (NGOs), the legal sector and wider membership groups, as well as governments and regulatory bodies. We've identified these groups as having a direct interest in our business or as being impacted by our business.

In the last year we've reviewed our material issues, and asked employees, clients and our charitable and environmental partners which issues we should prioritise.

The results – listed below – reflected our existing approach to responsible business and we're using the survey to make sure we address any issues.

Issues ranked as most important were those relating to our people and our clients.

Excellent client service

We aim to give our clients excellent service. As times change, how we give legal advice changes.

Business ethics

We want to make sure that we work in a strong culture of business ethics. So we address social, environmental and ethical considerations when acting for a client.

➤ For more on this see [Our business](#)

Attracting and retaining talent

We aim to attract and keep excellent people across our business. We use our annual global engagement survey to check how our employees feel about working for the firm.

Our priorities now are to promote a work/life balance and keep women at senior levels.

➤ For more on this see [Valuing our people](#)

Promoting a diverse and inclusive workforce

To be a successful business we must promote diversity and recruit from as wide a pool of talent as possible.

➤ For more on this see [Valuing our people](#)

Using our skills for good

We can use the skills of our people both through pro bono legal advice and skills-based volunteering.

➤ For more on this see [Supporting our communities](#)

Minimising our environmental impact

We must make sure we use our resources efficiently. This includes our energy, paper and water use and disposing of waste.

We must also reduce our carbon footprint – we measure our energy use and business travel emissions.

➤ For more on this see [Managing our environmental impact](#)

Collaboration

We collaborate with our peers, partner law firms, suppliers and clients to have a more positive impact on society.

'I assume (and hope) that we have, for each of our major clients, a good vision of their reputational risks and a statement ready to make (publicly or through discrete channels) in case a situation arises in which we are associated with their practices.'

Verbatim comments
Materiality survey 2012

'Diversity seems to be fixated on ethnicity, it should cover social mobility regardless of ethnicity. However ethnically diverse a workplace may strive to be, if all are from the same social group, it isn't diverse. I would like to see far more in way of social mobility regardless of gender and ethnicity, the most easily identifiable 'gauges'. How many state school educated people make it to the higher levels?'

Verbatim comments
Materiality survey 2012



Stakeholder engagement

Being a responsible business means minimising the negative and maximising the positive impacts our operations have. We focus on the issues that are important to our stakeholders and our business, and where we can make the biggest difference. We undertake various forms of engagement such as surveys, newsletters, meetings and events.

Feedback in recent years has led to changes, for example, results from our annual engagement survey led to the creation of our women's networks to help address gender diversity. Our response to issues, such as widening access to the legal profession, are a direct result of our stakeholder engagement process.

Stakeholder group	Our engagement methods	Examples in 2012/13
Clients	<ul style="list-style-type: none"> • We meet with our clients regularly during projects. We also request feedback on service levels, delivery and quality of work at the end of projects. • We engage with clients on joint CR initiatives. • We asked our clients to take part in our 2012 materiality review. 	<ul style="list-style-type: none"> • Completed numerous client surveys and requests for information on responsible business. • We are incorporating the feedback from the materiality survey into our working practices. • Helped to develop CourtNav in response to cuts in Legal Aid.
Employees (past, current and future)	<ul style="list-style-type: none"> • We hold an annual employee engagement survey. • We asked our employees to respond to our 2012 materiality review survey. • We hold regular meetings for employee networks and social activities. • One-to-one interviews. • Employee development programmes. • Work placements. • Competitions. • Volunteer surveys. • Intranet/newsletter communications. • Conferences. • Regular campus and recruitment events. 	<ul style="list-style-type: none"> • Launch of the Learning Portal. • Launch of Families' Network to promote support for work/life balance. • Launch of women's networks to support gender diversity. • Launch of the Freshfields' Stephen Lawrence Scholarship. • Launch of the Senior Partner's Volunteering Award to recognise our employees' hard work. • Roll-out of Smart Business coffees for employees on topics of interest. • Hosting lunches with female clients.
Legal sector membership groups, Governments and regulators	<ul style="list-style-type: none"> • Ongoing active memberships in legal groups and associations, bars and lawyers associations and other membership. eg Council of Bars and Law Societies of Europe (CCBE), Legal Sector Alliance. • Ongoing direct dialogue, participation in working groups and advisory panels, collaboration on policy and position statements. • Hosting events. • Responding to consultations. • Drafting law. 	<ul style="list-style-type: none"> • Drafting the CR guidelines for CCBE.
NGOs, charities and community organisations	<ul style="list-style-type: none"> • Regular and ad hoc meetings with major pro bono clients and community investment partner organisations to improve relationships and programme outcomes. • Hosting events to enhance dialogue. • Ongoing strategic partnerships. 	<ul style="list-style-type: none"> • Sit on the London Benchmarking Group Steering Group. • Grown our relationship with our partner secondary school in London to include mentoring for more year groups.
Suppliers	<ul style="list-style-type: none"> • Ongoing dialogue through procurement questionnaires. • Regular and ad hoc meetings to gather feedback. 	<ul style="list-style-type: none"> • Launched our global procurement policy.
Responsible business experts	<ul style="list-style-type: none"> • Meetings to uncover best practices in responsible business. • Events. 	<ul style="list-style-type: none"> • We've held two meetings with our CR advisory board and are responding to their suggestions for improvement.

Governance

Our governance structure aims to support and drive the delivery of the firm's objectives and values.

Partnership and partnership council

The partnership council is the firm's highest governance and policy body; it can make decisions on behalf of the partnership.

It delegates day-to-day decisions to the central management team – the senior partner and the managing partner, supported by the executive partner, the general counsel, the global people partner and the global client partner.

The partnership council's responsibilities include reviewing business strategy and monitoring the firm's performance, the quality of its practice and achievement of aims and goals.

The partnership council is ultimately responsible for the firm's corporate responsibility strategy and performance.

The partnership council

The partnership elects 15 members to the partnership council, which the senior partner chairs. All partners can stand for election except those in management positions. All regions where the firm has operations are represented in proportion to the number of partners in each region.

Members of the partnership council do not have executive powers, apart from the senior partner.

Senior partner and practice group leaders

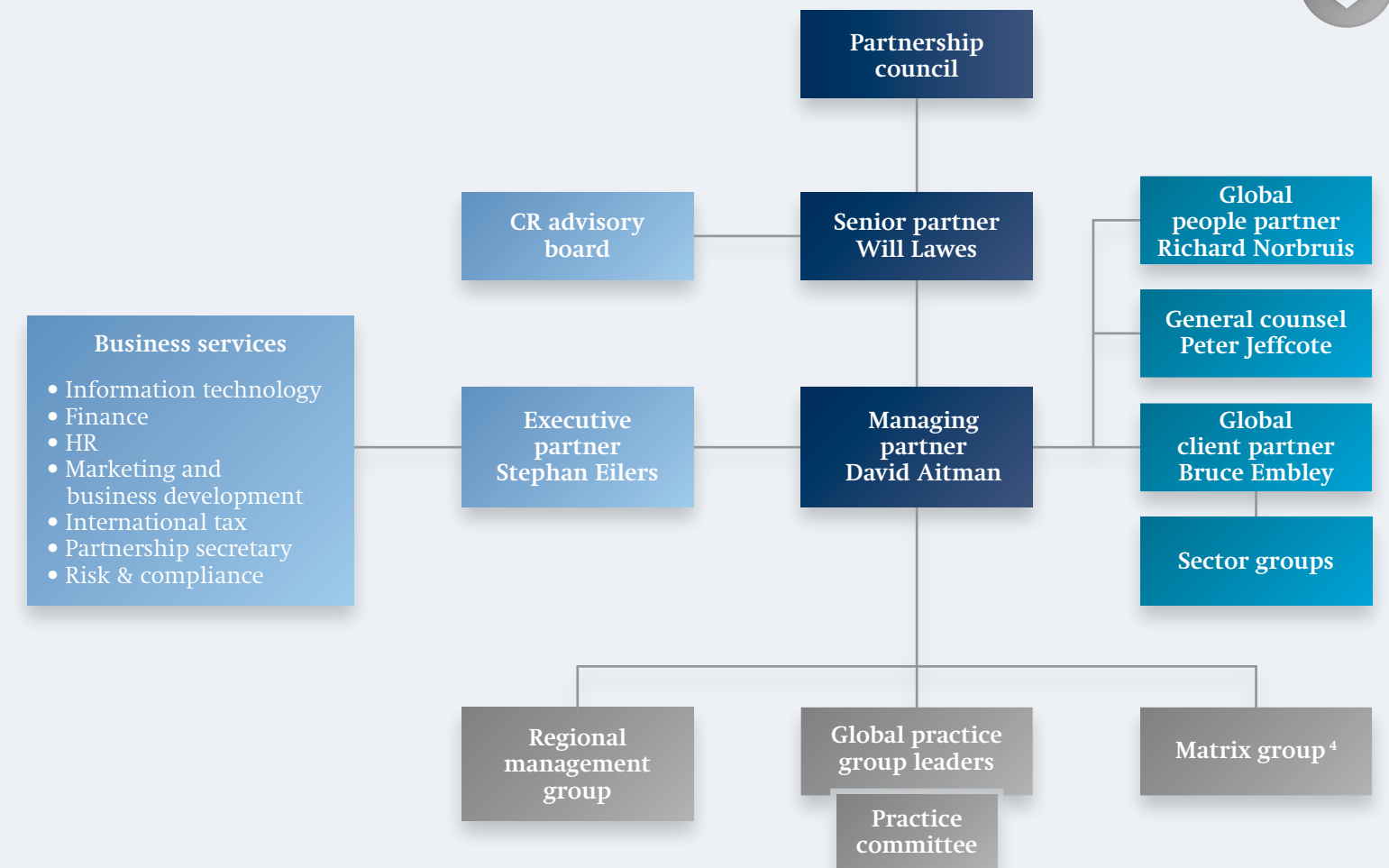
The partnership elects the senior partner for a five-year term. The senior partner has overall responsibility for identifying corporate responsibility opportunities and risks, supported by the committees for community investment, pro bono, environment and diversity.

Leaders of our seven worldwide practice groups meet regularly, together with the regional managing partners, in the firm's practice committee, chaired by the managing partner. Other structures – our regional management group, London management group and Germany management group – look after matters within their spheres and geography.

Managing risk

The regional management group manages risk and compliance across the business and non-executive oversight is provided by the finance and risk committee. A global risk and compliance team and local risk partners help implement the firm's risk management policies and procedures.

Management structure of the firm



⁴ The various management streams (Central, Practice groups, Sector, Office and Business services) come together from time to time in the 'Matrix group' to discuss form strategy and other matters of mutual interest.

Business ethics

We are committed to high standards of governance and conduct our business with the ethics and integrity expected from a responsible and highly regulated business.

Listening to clients

Feedback from clients is essential to monitor how we're working and to develop our client services. Our global client partner makes sure we gather and act on feedback across the firm.

If a client complains, we have a procedure to reflect the UK Solicitors Regulation Authority's requirements.

Data privacy and protection

We are subject to data protection laws in many countries where we have offices. We have a global data privacy policy with regional variations, where local law demands it.

Our global privacy officer maintains this policy, manages data privacy risk and reports data privacy compliance to the firm's information security committee.

Ethics

As members of bar associations or law societies, our lawyers are bound by legal and ethical requirements.

The firm is also regulated by local bars and complies with their codes of conduct. We ask all our employees to adhere to the same ethical standards.

We train all new starters on the firm's standards and procedures. We take offences seriously and take action when needed.

Taking on new clients and mandates

We check new clients and mandates to consider:

- their reputation;
- NGO sanctions;
- other client relationships; and
- our suitability to act.

Any issues are subject to senior level review.

Our client engagement letters refer to the UN Global Compact (UNGC), which asks companies to embrace core values for human rights, labour standards, the environment and anti-corruption.

We do not base our decisions to take on new clients on any discriminatory reasons and we accommodate their needs regardless of gender, race, disability, age or sexual orientation.

Equality

We uphold equality and diversity with our people, clients, suppliers and stakeholders

All our staff have to observe our policies in this area. Our partners and global people partner hold the ultimate responsibility to make sure we comply with this.

➤ For more on this see **UN Global Compact (UNGC)**

Anti-bribery and corruption

We've introduced new anti-bribery policies to reflect the UK Bribery Act 2010. We offer all employees training on this.

In some jurisdictions we have to report any suspicion of money laundering and bribery. Our internal policies and procedures reflect this.

We are subject to local bar associations' and law societies' ethical duties, so our lawyers could be debarred or struck off if they are involved in corruption.

Whistleblowing

We have a worldwide policy for staff to report any deviation from our ethical and compliance standards. This includes a confidential hotline for all staff.

'Freshfields has done a good job in defending the human rights of its clients – including some impressive pro bono work on human trafficking – but has more to do as a business. Whilst many corporates have introduced human rights policies aligned to the Guiding Principles, no law firm has done so to date. We would like to see Freshfields provide leadership in this area.'



Polly Courtice LVO
External CR Adviser

United Nations Global Compact

In 2009 we signed the United Nations Global Compact (UNGC), which asks businesses to embrace, support and enact within their sphere of influence.



Business ethics

Human rights and labour standards

Promoting human rights is an important goal for us. In 2009 we were the first international law firm to sign the UNGC, which asks businesses to embrace, support and enact within their sphere of influence values for:

- human rights;
- labour standards;
- the environment; and
- anti-corruption.

More recently, the UN Human Rights Council adopted the 'Guiding Principles on Business and Human Rights'. So our policies (eg our procurement policy and environment policy) reflect:

- the UNGC;
- the Universal Declaration of Human Rights; and
- the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

We uphold employee rights, and respect collective bargaining and freedom of association. We also have a harassment policy in London

Our procurement policy and supporting responsible business questionnaire help us address any issues in our supply chain, such as the risk of forced or child labour.

➤ For more on this see **UN Global Compact (UNGC)**

Procurement

We are trying to reduce the ethical, social and environmental impact of our supply chain.

In 2013 we launched a global procurement policy along with responsible business procurement guidelines. These reflect the UNGC principles and outline what we expect from suppliers.

For more information go online

We've trained 55 staff on responsible procurement and include standard clauses on responsible business in contracts with new suppliers. We plan to include these provisions in all new and existing contracts.

We work with external organisations, such as **arc**, to make sure there is fair access to our supply chain, and encourage consultants we use to consider these areas.

Responsible procurement forms part of our ISO 14001 environmental management system (see Managing our environmental impact). In 2012 we piloted a responsible business questionnaire with 10 of our suppliers to our London office.

We plan to roll this process out in London so that by April 2014 we have completed supplier questionnaires for all major new suppliers, and for our top 50 existing suppliers.

Other countries are bound by different legislation, so we have yet to agree what's possible for these places.

'We were pleased to see the firm launched its new global procurement policy and responsible procurement guidelines; this is a huge step in the right direction. We look forward to seeing how their implementation is monitored.'

Sir Ian Cheshire
External CR Adviser



Photography by Sam Mellish

Supporting social enterprise



In 2012 we became associate partners of Business in the Community's **arc** programme, along with other Olympic sponsors. This supports social enterprises in East London and aims to create at least 1,000 jobs in the host boroughs by 2015. The programme has now been extended to support social enterprises to create a further 1,000 jobs across West London boroughs by 2016.

We advised on how to set up the programme, and we now contribute thought leadership through the **arc** forum and offer business skills and knowledge through our volunteers.

A number of our people act as business advisers to social enterprises, to help them develop their business strategies and overcome challenges. Others use their professional skills to support on specific projects identified by social enterprises as a priority.

We plan to grow our partnership over the coming year to help social enterprises access the supply chains of large organisations.

Valuing our people

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.

Diversity and inclusion

An important part of our efforts is engaging our staff in our diversity programme. One of the ways we do this is through celebrating religious and cultural festivals throughout the year – such as Chinese New Year, Diwali, Ramadan and Black History Month.

We want to create a workplace where our people can develop, and create a reputation as an employer of choice. Our diversity strategy covers all areas of diversity: gender, race, sexual orientation, religion, disability and age. However, our priority areas reflect those that are most material to our business:

- gender diversity;
- social mobility; and
- supporting lesbian, gay, bisexual and transgender (LGBT) employees.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Gender diversity

Gender diversity at senior level is one of the biggest challenges we face. We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

The main strands of our gender strategy include:

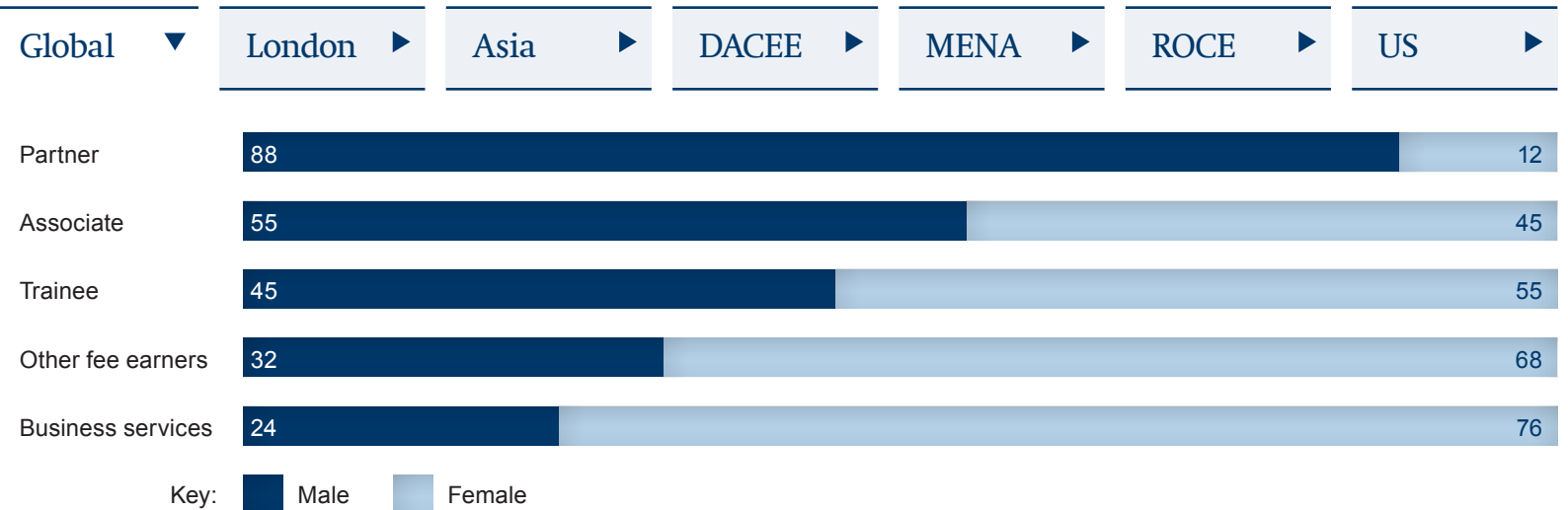
- sponsorship and mentoring;
- increasing our number of women partners;
- creating an inclusive and supportive environment;
- flexibility; and
- maternity.

Our London women's network aims to help address some of these issues. It's made up of three groups – a senior women's group, an associates' women's group and a business services women's group – to provide a forum for discussion, arrange events and:

- support, encourage and target information for women investing in their personal and professional growth;
- help build relationships and communication between individuals and groups (internally, with external organisations and with clients);
- give women opportunities to engage across departments in the London office and with clients;
- help them develop their careers and encourage leadership skills;
- promote understanding of issues for women in the workplace; and
- increase the attractiveness of a long-term career at Freshfields for women.

Our associates' women's group has created a cross-departmental mentoring platform to match mentee requests with mentor skill-sets. We now have a strong community of mentors keen to progress their mentees' ambitions.

Employee profile by gender⁵ (per cent)



DACEE – Germany and Austria. MENA – Middle East and North Africa. ROCE – Rest of Central Europe.

'It's good to see a strong gender balance at trainee and associate levels but disappointing that this isn't better reflected at partner level. It is a real problem across the legal sector, but in addition, the firm lags behind other magic circle firms when comparing the number of female partners and we would like to see this improve over the coming years.'

Sir Nicholas Young
External CR Adviser



Gender diversity

12% of our partners are women.
We've developed practical activities to improve the imbalance between the number of female lawyers we train and those who reach partnership.



Valuing our people

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.

Diversity and inclusion

An important part of our efforts is engaging our staff in our diversity programme. One of the ways we do this is through celebrating religious and cultural festivals throughout the year – such as Chinese New Year, Diwali, Ramadan and Black History Month.

We want to create a workplace where our people can develop, and create a reputation as an employer of choice. Our diversity strategy covers all areas of diversity: gender, race, sexual orientation, religion, disability and age. However, our priority areas reflect those that are most material to our business:

- gender diversity;
- social mobility; and
- supporting lesbian, gay, bisexual and transgender (LGBT) employees.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Gender diversity

Gender diversity at senior level is one of the biggest challenges we face. We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

The main strands of our gender strategy include:

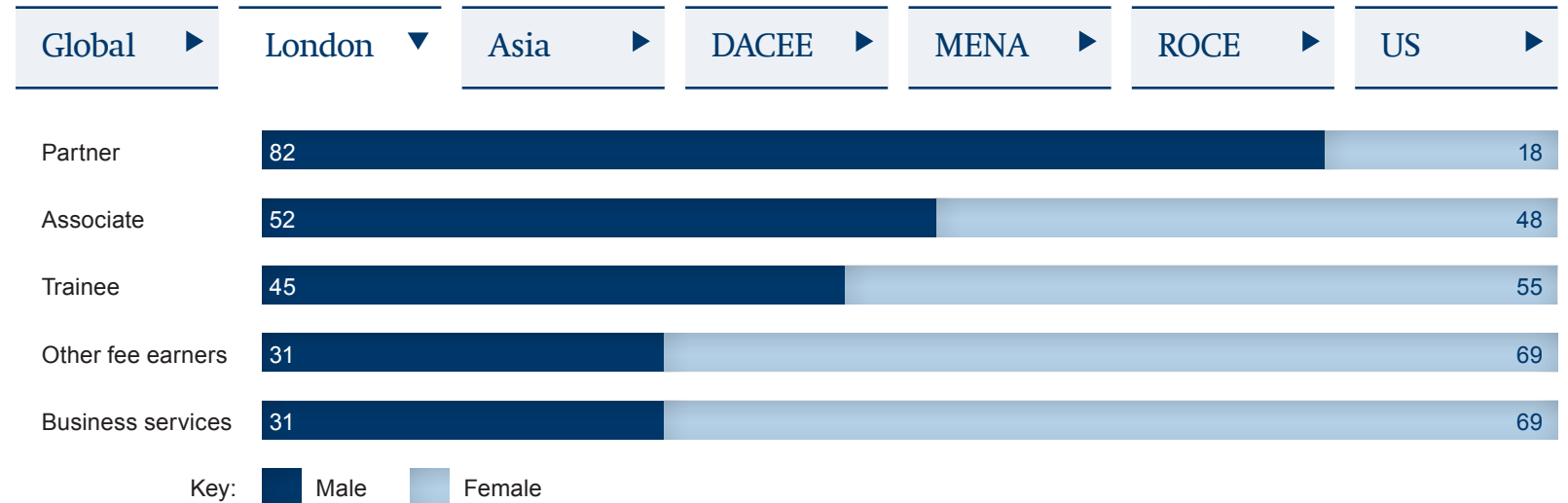
- sponsorship and mentoring;
- increasing our number of women partners;
- creating an inclusive and supportive environment;
- flexibility; and
- maternity.

Our London women's network aims to help address some of these issues. It's made up of three groups – a senior women's group, an associates' women's group and a business services women's group – to provide a forum for discussion, arrange events and:

- support, encourage and target information for women investing in their personal and professional growth;
- help build relationships and communication between individuals and groups (internally, with external organisations and with clients);
- give women opportunities to engage across departments in the London office and with clients;
- help them develop their careers and encourage leadership skills;
- promote understanding of issues for women in the workplace; and
- increase the attractiveness of a long-term career at Freshfields for women.

Our associates' women's group has created a cross-departmental mentoring platform to match mentee requests with mentor skill-sets. We now have a strong community of mentors keen to progress their mentees' ambitions.

Employee profile by gender⁵ (per cent)



DACEE – Germany and Austria. MENA – Middle East and North Africa. ROCE – Rest of Central Europe.

'It's good to see a strong gender balance at trainee and associate levels but disappointing that this isn't better reflected at partner level. It is a real problem across the legal sector, but in addition, the firm lags behind other magic circle firms when comparing the number of female partners and we would like to see this improve over the coming years.'

Sir Nicholas Young
External CR Adviser



Gender diversity

12% of our partners are women.
We've developed practical activities to improve the imbalance between the number of female lawyers we train and those who reach partnership.



Valuing our people

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.

Diversity and inclusion

An important part of our efforts is engaging our staff in our diversity programme. One of the ways we do this is through celebrating religious and cultural festivals throughout the year – such as Chinese New Year, Diwali, Ramadan and Black History Month.

We want to create a workplace where our people can develop, and create a reputation as an employer of choice. Our diversity strategy covers all areas of diversity: gender, race, sexual orientation, religion, disability and age. However, our priority areas reflect those that are most material to our business:

- gender diversity;
- social mobility; and
- supporting lesbian, gay, bisexual and transgender (LGBT) employees.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Gender diversity

Gender diversity at senior level is one of the biggest challenges we face. We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

The main strands of our gender strategy include:

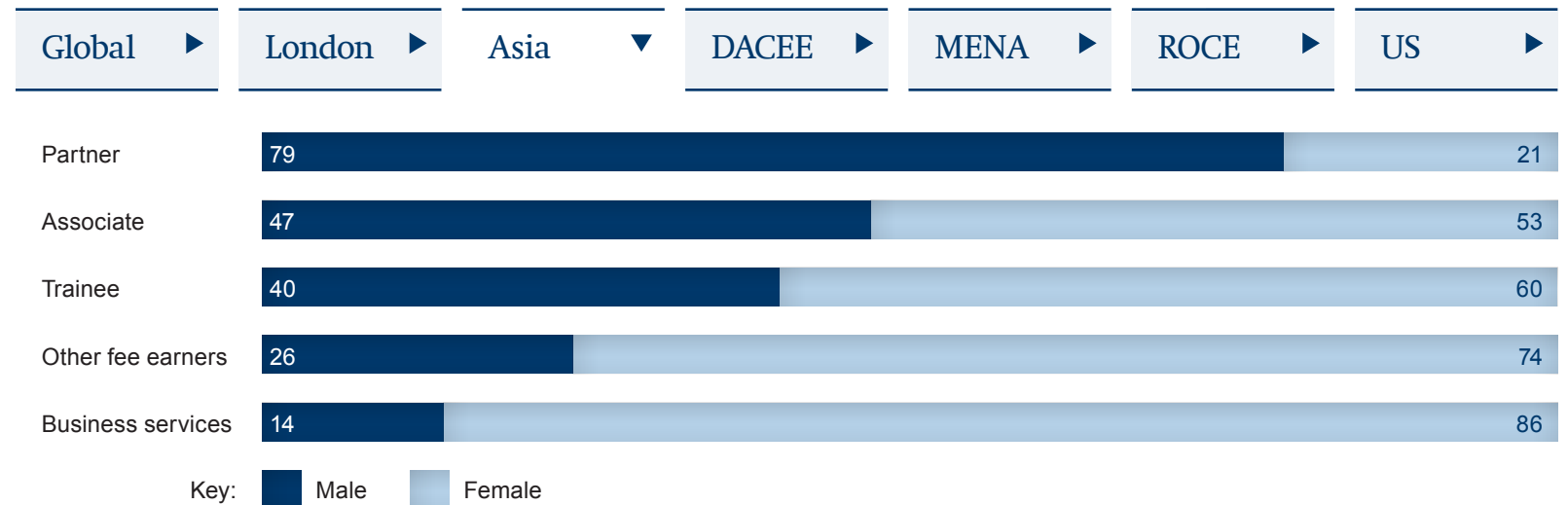
- sponsorship and mentoring;
- increasing our number of women partners;
- creating an inclusive and supportive environment;
- flexibility; and
- maternity.

Our London women's network aims to help address some of these issues. It's made up of three groups – a senior women's group, an associates' women's group and a business services women's group – to provide a forum for discussion, arrange events and:

- support, encourage and target information for women investing in their personal and professional growth;
- help build relationships and communication between individuals and groups (internally, with external organisations and with clients);
- give women opportunities to engage across departments in the London office and with clients;
- help them develop their careers and encourage leadership skills;
- promote understanding of issues for women in the workplace; and
- increase the attractiveness of a long-term career at Freshfields for women.

Our associates' women's group has created a cross-departmental mentoring platform to match mentee requests with mentor skill-sets. We now have a strong community of mentors keen to progress their mentees' ambitions.

Employee profile by gender⁵ (per cent)



DACEE – Germany and Austria. MENA – Middle East and North Africa. ROCE – Rest of Central Europe.

'It's good to see a strong gender balance at trainee and associate levels but disappointing that this isn't better reflected at partner level. It is a real problem across the legal sector, but in addition, the firm lags behind other magic circle firms when comparing the number of female partners and we would like to see this improve over the coming years.'

Sir Nicholas Young
External CR Adviser



Gender diversity

12% of our partners are women.
We've developed practical activities to improve the imbalance between the number of female lawyers we train and those who reach partnership.



Valuing our people

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.

Diversity and inclusion

An important part of our efforts is engaging our staff in our diversity programme. One of the ways we do this is through celebrating religious and cultural festivals throughout the year – such as Chinese New Year, Diwali, Ramadan and Black History Month.

We want to create a workplace where our people can develop, and create a reputation as an employer of choice. Our diversity strategy covers all areas of diversity: gender, race, sexual orientation, religion, disability and age. However, our priority areas reflect those that are most material to our business:

- gender diversity;
- social mobility; and
- supporting lesbian, gay, bisexual and transgender (LGBT) employees.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Gender diversity

Gender diversity at senior level is one of the biggest challenges we face. We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

The main strands of our gender strategy include:

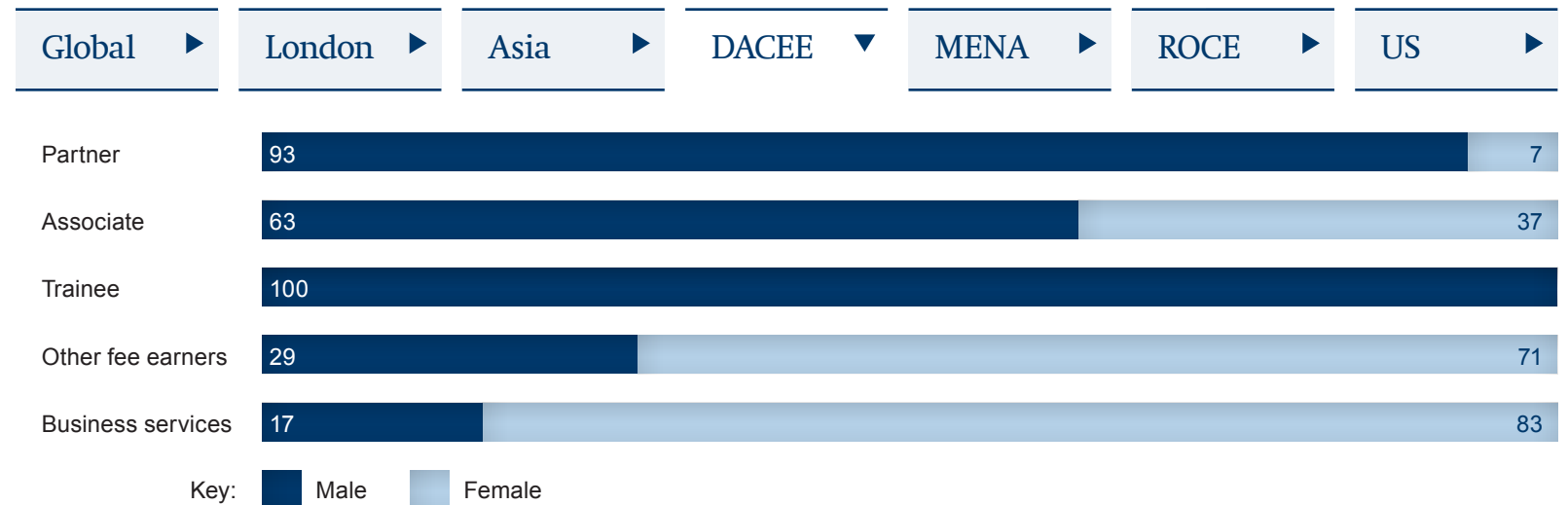
- sponsorship and mentoring;
- increasing our number of women partners;
- creating an inclusive and supportive environment;
- flexibility; and
- maternity.

Our London women's network aims to help address some of these issues. It's made up of three groups – a senior women's group, an associates' women's group and a business services women's group – to provide a forum for discussion, arrange events and:

- support, encourage and target information for women investing in their personal and professional growth;
- help build relationships and communication between individuals and groups (internally, with external organisations and with clients);
- give women opportunities to engage across departments in the London office and with clients;
- help them develop their careers and encourage leadership skills;
- promote understanding of issues for women in the workplace; and
- increase the attractiveness of a long-term career at Freshfields for women.

Our associates' women's group has created a cross-departmental mentoring platform to match mentee requests with mentor skill-sets. We now have a strong community of mentors keen to progress their mentees' ambitions.

Employee profile by gender⁵ (per cent)



DACEE – Germany and Austria. MENA – Middle East and North Africa. ROCE – Rest of Central Europe.

'It's good to see a strong gender balance at trainee and associate levels but disappointing that this isn't better reflected at partner level. It is a real problem across the legal sector, but in addition, the firm lags behind other magic circle firms when comparing the number of female partners and we would like to see this improve over the coming years.'

Sir Nicholas Young
External CR Adviser



Gender diversity

12% of our partners are women.
We've developed practical activities to improve the imbalance between the number of female lawyers we train and those who reach partnership.



Valuing our people

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.

Diversity and inclusion

An important part of our efforts is engaging our staff in our diversity programme. One of the ways we do this is through celebrating religious and cultural festivals throughout the year – such as Chinese New Year, Diwali, Ramadan and Black History Month.

We want to create a workplace where our people can develop, and create a reputation as an employer of choice. Our diversity strategy covers all areas of diversity: gender, race, sexual orientation, religion, disability and age. However, our priority areas reflect those that are most material to our business:

- gender diversity;
- social mobility; and
- supporting lesbian, gay, bisexual and transgender (LGBT) employees.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Gender diversity

Gender diversity at senior level is one of the biggest challenges we face. We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

The main strands of our gender strategy include:

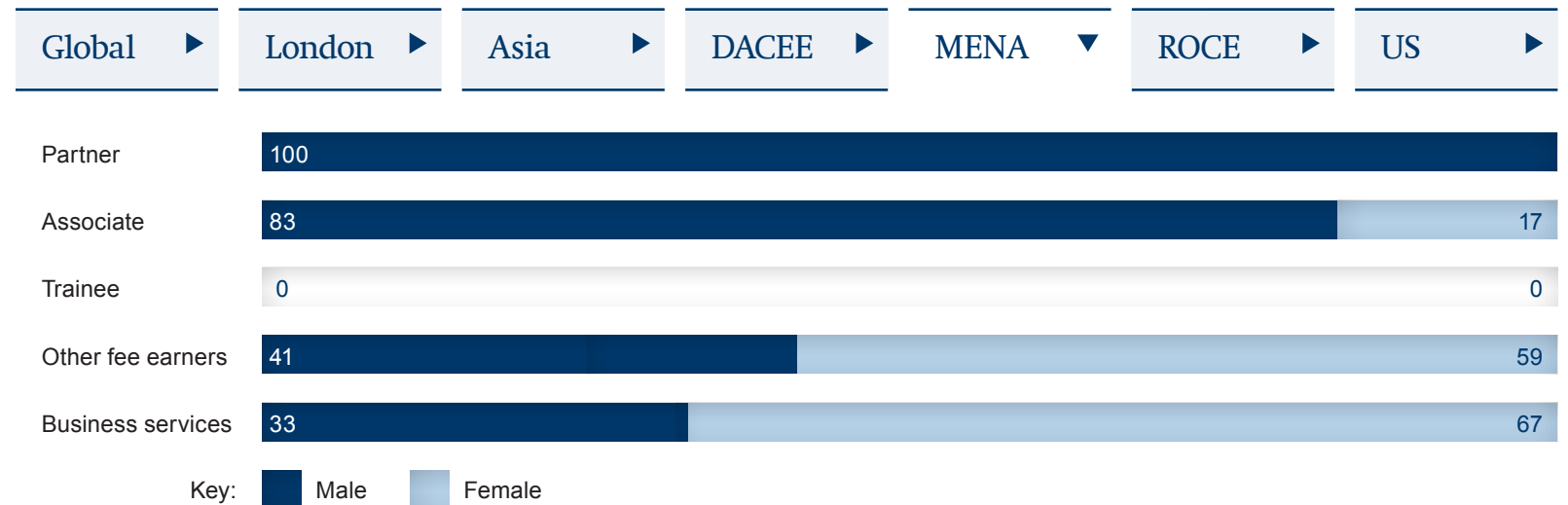
- sponsorship and mentoring;
- increasing our number of women partners;
- creating an inclusive and supportive environment;
- flexibility; and
- maternity.

Our London women's network aims to help address some of these issues. It's made up of three groups – a senior women's group, an associates' women's group and a business services women's group – to provide a forum for discussion, arrange events and:

- support, encourage and target information for women investing in their personal and professional growth;
- help build relationships and communication between individuals and groups (internally, with external organisations and with clients);
- give women opportunities to engage across departments in the London office and with clients;
- help them develop their careers and encourage leadership skills;
- promote understanding of issues for women in the workplace; and
- increase the attractiveness of a long-term career at Freshfields for women.

Our associates' women's group has created a cross-departmental mentoring platform to match mentee requests with mentor skill-sets. We now have a strong community of mentors keen to progress their mentees' ambitions.

Employee profile by gender⁵ (per cent)



DACEE – Germany and Austria. MENA – Middle East and North Africa. ROCE – Rest of Central Europe.

'It's good to see a strong gender balance at trainee and associate levels but disappointing that this isn't better reflected at partner level. It is a real problem across the legal sector, but in addition, the firm lags behind other magic circle firms when comparing the number of female partners and we would like to see this improve over the coming years.'

Sir Nicholas Young
External CR Adviser



Gender diversity

12% of our partners are women.
We've developed practical activities to improve the imbalance between the number of female lawyers we train and those who reach partnership.



Valuing our people

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.

Diversity and inclusion

An important part of our efforts is engaging our staff in our diversity programme. One of the ways we do this is through celebrating religious and cultural festivals throughout the year – such as Chinese New Year, Diwali, Ramadan and Black History Month.

We want to create a workplace where our people can develop, and create a reputation as an employer of choice. Our diversity strategy covers all areas of diversity: gender, race, sexual orientation, religion, disability and age. However, our priority areas reflect those that are most material to our business:

- gender diversity;
- social mobility; and
- supporting lesbian, gay, bisexual and transgender (LGBT) employees.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Gender diversity

Gender diversity at senior level is one of the biggest challenges we face. We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

The main strands of our gender strategy include:

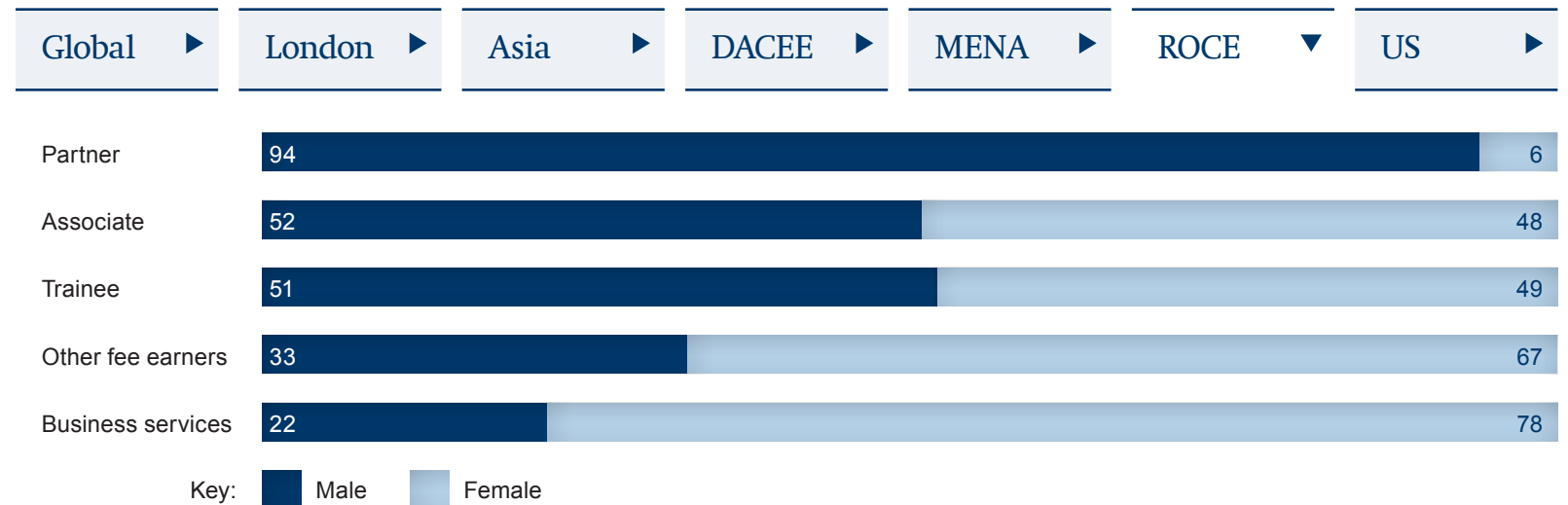
- sponsorship and mentoring;
- increasing our number of women partners;
- creating an inclusive and supportive environment;
- flexibility; and
- maternity.

Our London women's network aims to help address some of these issues. It's made up of three groups – a senior women's group, an associates' women's group and a business services women's group – to provide a forum for discussion, arrange events and:

- support, encourage and target information for women investing in their personal and professional growth;
- help build relationships and communication between individuals and groups (internally, with external organisations and with clients);
- give women opportunities to engage across departments in the London office and with clients;
- help them develop their careers and encourage leadership skills;
- promote understanding of issues for women in the workplace; and
- increase the attractiveness of a long-term career at Freshfields for women.

Our associates' women's group has created a cross-departmental mentoring platform to match mentee requests with mentor skill-sets. We now have a strong community of mentors keen to progress their mentees' ambitions.

Employee profile by gender⁵ (per cent)



DACEE – Germany and Austria. MENA – Middle East and North Africa. ROCE – Rest of Central Europe.

'It's good to see a strong gender balance at trainee and associate levels but disappointing that this isn't better reflected at partner level. It is a real problem across the legal sector, but in addition, the firm lags behind other magic circle firms when comparing the number of female partners and we would like to see this improve over the coming years.'

Sir Nicholas Young
External CR Adviser



Gender diversity

12% of our partners are women.
We've developed practical activities to improve the imbalance between the number of female lawyers we train and those who reach partnership.



Valuing our people

To be the leading international law firm, we need to recruit, develop and retain the best people. Talent can come from anywhere, and our employees want to work in a culture that's diverse and inclusive.

Diversity and inclusion

An important part of our efforts is engaging our staff in our diversity programme. One of the ways we do this is through celebrating religious and cultural festivals throughout the year – such as Chinese New Year, Diwali, Ramadan and Black History Month.

We want to create a workplace where our people can develop, and create a reputation as an employer of choice. Our diversity strategy covers all areas of diversity: gender, race, sexual orientation, religion, disability and age. However, our priority areas reflect those that are most material to our business:

- gender diversity;
- social mobility; and
- supporting lesbian, gay, bisexual and transgender (LGBT) employees.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Gender diversity

Gender diversity at senior level is one of the biggest challenges we face. We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

The main strands of our gender strategy include:

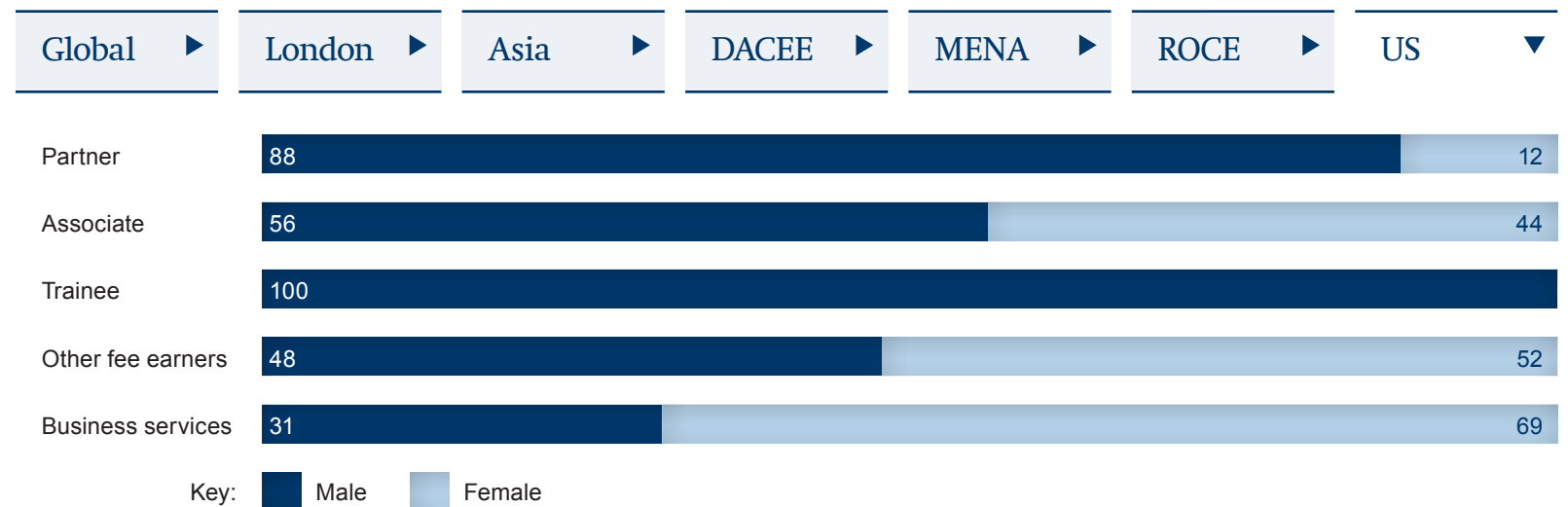
- sponsorship and mentoring;
- increasing our number of women partners;
- creating an inclusive and supportive environment;
- flexibility; and
- maternity.

Our London women's network aims to help address some of these issues. It's made up of three groups – a senior women's group, an associates' women's group and a business services women's group – to provide a forum for discussion, arrange events and:

- support, encourage and target information for women investing in their personal and professional growth;
- help build relationships and communication between individuals and groups (internally, with external organisations and with clients);
- give women opportunities to engage across departments in the London office and with clients;
- help them develop their careers and encourage leadership skills;
- promote understanding of issues for women in the workplace; and
- increase the attractiveness of a long-term career at Freshfields for women.

Our associates' women's group has created a cross-departmental mentoring platform to match mentee requests with mentor skill-sets. We now have a strong community of mentors keen to progress their mentees' ambitions.

Employee profile by gender⁵ (per cent)



DACEE – Germany and Austria. MENA – Middle East and North Africa. ROCE – Rest of Central Europe.

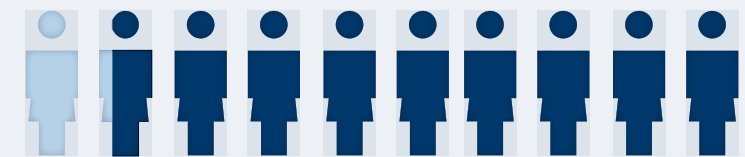
'It's good to see a strong gender balance at trainee and associate levels but disappointing that this isn't better reflected at partner level. It is a real problem across the legal sector, but in addition, the firm lags behind other magic circle firms when comparing the number of female partners and we would like to see this improve over the coming years.'

Sir Nicholas Young
External CR Adviser



Gender diversity

12% of our partners are women.
We've developed practical activities to improve the imbalance between the number of female lawyers we train and those who reach partnership.





Diversity
priority area

01



Gender diversity



We've developed practical initiatives to improve the imbalance between the number of female lawyers we train and those who reach partnership.

Diversity
priority area

02



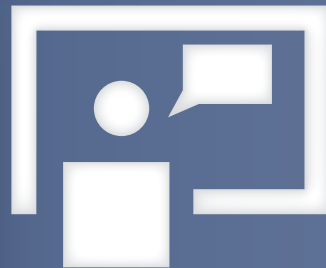
In 2012 we created a long-term partnership with the Stephen Lawrence Charitable Trust.

Social mobility



Diversity
priority area

03



We held the first Halo (our LGBT network) conference, which over 65 employees from 10 offices attended.

Supporting lesbian, gay, bisexual and transgender (LGBT) employees



Valuing our people

Social mobility

In 2012 we launched a long-term partnership with the Stephen Lawrence Charitable Trust. Part of this relationship is to develop the Freshfields Stephen Lawrence Scholarship – to broaden access to the legal profession, by addressing the disproportionate under-representation of black men from low-income families in top law firms.

The scheme offers scholarships to talented students who had not previously considered applying to Freshfields. 29 students attended an assessment day and six were successful in gaining a scholarship. Each scholar is given a bespoke programme to develop the skills and abilities they need for a career in law, as well as a trainee interview.

➤ For more on this see **Supporting our communities**

‘Freshfields should be applauded for its part in widening access to the legal profession. The Freshfields Stephen Lawrence Scholarship scheme is innovative and exciting. We hope this will encourage other law firms to launch similar schemes.’



Polly Courtice LVO
External CR Adviser

Supporting LGBT employees

This year we expanded our LGBT network, Halo, to cover the whole firm. We also held the first Halo conference, which over 65 employees from 10 offices attended.

Halo is a worldwide network to share ideas and best practice; it has a strong focus to connect with client LGBT networks and is gaining a strong internal profile. During 2012/13 membership increased by 50 per cent – this is largely attributed to increased communications and awareness raising.

‘I want to continue the good progress we have made over recent years to make sure our firm is the kind of place where the LGBT community feel welcome and supported and willing to be open about their sexuality.’

Will Lawes
Senior Partner

Recruitment

We encourage people from diverse backgrounds to consider a career in law, in line with our diversity work and the focus of our community investment programme.

We have a process in place in order to ensure that we have integrated the London Living Wage (LLW) into London contractor contracts. We believe we have achieved this across existing contracts in London.

We’re widening access to the profession and inspiring students to pursue further education.

➤ For more on this see **Supporting our communities**

Reward and recognition

Our competitive pay package makes sure we reward our people’s efforts fairly. It includes benefits and a performance-related bonus in many offices. We benchmark our salaries to make sure they’re appropriate to attract and retain the people we need.

We have started to review the benefits we offer in all our offices to make sure the rewards we offer are consistent with external markets.

Employee Benefits Magazine named us Employee Benefits Team of the Year 2012, recognising the work our in-house benefits team does to meet our HR and business strategies.

The judges said:

‘The team showed good innovation for this sector. Understanding its own environment and shaping it to its own particular needs made a big difference.’

In 2013, *Azur* magazine, the German law student and graduate magazine voted Freshfields ‘Top Employer of the Year’. Freshfields ranked first out of 230 law firms in *Azur*’s list of Germany’s most attractive employers for lawyers, based on hundreds of associate interviews.

Smart Balance



In Germany and Austria we launched gender initiative programmes for female staff.

Smart Balance is part of the firm’s commitment to move away from a rigid promotion structure from junior lawyer to senior associate.

Junior lawyers are now assessed against transparent ‘milestone’ criteria, so that career progression is based firmly on merit, technical and business skills development, and good performance.

The scheme includes flexible working options, training, and an updated IT system to allow people to work remotely and manage their work/life balance. It aims to improve gender diversity through training and a partner mentoring programme for female associates. New lawyers also get career guidance counsellors and buddies.

Since launching the programme two and a half years ago, 60 partners have undertaken mentor training. Partners and associates have also had more than 680 hours of training on how to deliver feedback.

‘The scheme puts real weight and commitment behind the firm’s policy to attract and keep the best talent.’

Klaus-Stefan Hohenstatt
Partner, Hamburg

Valuing our people

Engaging employees

Our aim is to create a friendly and supportive working environment. We want to offer great career and development opportunities, deliver fair rewards for our employees' efforts, and give our employees a good work/life balance.

Our annual employee engagement survey helps us assess staff and workplace issues. In 2012/13 we had a 75 per cent response rate.

The survey showed that our people feel very proud about the quality of the work they do for clients and they're more willing than ever to recommend Freshfields as a place to work.

We plan to improve our scores and address disparity in scores between populations. Focus areas include improving opportunities to use and develop our people's skills and improving work/life balance.

We work where there is the greatest scope for improvement and intend to learn from those groups with the highest scores. We've created an intranet site where we share examples of good practice.

'We've seen some encouraging changes since we started the global engagement survey four years ago, but we want to be even better.'

Kevin Hogarth
Global Head of HR

Learning and development

We've tailored our learning and development programmes to legal and non-legal staff. They help our people progress their careers and deliver exceptional client service.

Last year, over 600 associates and 350 business services staff attended global learning programmes in management and leadership skills.

Around a fifth of our associates attend a global development programme each year, usually when they move to a new career milestone.

At least a third of our global staff in management and leadership roles have attended a learning development programme since the full suite was launched in 2011 – in many cases, such as Asia, US and Germany, it is closer to three-quarters of staff.

We encourage secondments because they help us broaden our business knowledge and skills and build our working relationships – externally with clients and charities, and internally between offices and departments.

This year we launched the Freshfields Learning Portal, a 'one-stop-shop' for all learning in the firm. It lets our people see all the available courses and training materials, register for courses, and access learning support, including e-learning.

The Learning Portal will also accurately record all training hours for legal and non-legal staff.

China Academy



As an international law firm, it is essential that we can work to the highest standards in all jurisdictions. So we've developed the 'China Academy' to recruit, retain and develop great lawyers who have Mandarin language skills and who appreciate Chinese business culture.

The Academy gives business and cross-cultural training and shares best practice, legal know-how and market intelligence. Through this we can position ourselves as the adviser of choice, and make sure our people can support our Chinese clients wherever they do business.

We will expand the academy concept for other high-growth markets, such as the Middle East, Africa and Latin America.



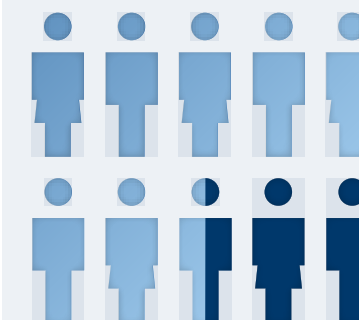
Learning and development



38,869

hours of training for lawyers in London

Engaging employees



75% response to our global engagement survey in 2012/13



Valuing our people

Managing performance

As well as formal appraisals and interim reviews, we encourage day-to-day conversations about performance and development.

Regular feedback from peers and colleagues forms a vital part of our approach. To help achieve this, we've introduced an online tool to increase feedback completion rates.

Flexible working

Flexible working is one of our biggest challenges. We have flexible working arrangements for a number of our staff but recognise that we still have more to do.

We need flexible working to make sure we retain a diverse workforce. We have to balance the need to give our clients exceptional service at all times with the needs of our employees, who want to work flexibly at different stages of their career.

Our Freshfields Continuum network allows past employees to do ad hoc work for the firm. Both lawyers and non-lawyers can submit their details and be called upon during busy periods.

In the past year we've upgraded our IT infrastructure for a more reliable remote working system allowing employees to access email and our internal contact database through mobile devices such as iPhones and iPads.

We will review our approach to flexible working and identify new opportunities to develop this.

Health and wellbeing

Our priority is to protect the health, safety and wellbeing of our employees. Our US and London offices offer an employee assistance programme that's free, confidential and available 24 hours a day to our staff, their partners and any family members who live with them.

In London we have an on-site gym, doctor, dentist, physiotherapist, parent and baby room, contemplation room and access to a nutritionist.

Accidents

We report health and safety figures for our London office only. Our target for 2012/13 was an accident rate of less than one accident per 100 people, and less than one reportable incident per 1,000 people.

In 2012/13 the number of accidents increased slightly compared with 2011/12. On the whole we've seen accidents level off in recent years compared with previous years, but we're keen to meet our target.

We also aim to have zero reportable accidents.

'If the firm is to achieve its goal of improving gender diversity, then more needs to be done to encourage flexible working. Investing in IT infrastructure to assist with remote working is a necessary but not adequate part of the solution to the problem.'



Polly Courtice LVO
External CR Adviser

Mental health



Mental health issues in the workplace are common, but it's rare to talk about about these in the legal sector. We're trying to change this.

In 2012 we ran a psychological wellbeing month. This featured psychologist Bill Mitchell, who ran workshops to raise psychological resilience. We also launched an online tool and held a talk on staying resilient while coping with family needs, run by My Family Care.

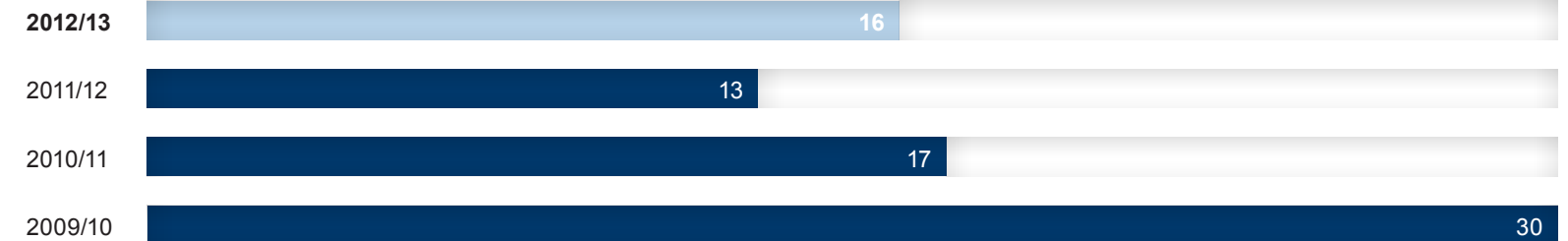
For more information go online

Health and safety data (London)

Accidents by staff ▼

Accidents by contractors ►

RIDDOR⁶ ►





Valuing our people

Managing performance

As well as formal appraisals and interim reviews, we encourage day-to-day conversations about performance and development.

Regular feedback from peers and colleagues forms a vital part of our approach. To help achieve this, we've introduced an online tool to increase feedback completion rates.

Flexible working

Flexible working is one of our biggest challenges. We have flexible working arrangements for a number of our staff but recognise that we still have more to do.

We need flexible working to make sure we retain a diverse workforce. We have to balance the need to give our clients exceptional service at all times with the needs of our employees, who want to work flexibly at different stages of their career.

Our Freshfields Continuum network allows past employees to do ad hoc work for the firm. Both lawyers and non-lawyers can submit their details and be called upon during busy periods.

In the past year we've upgraded our IT infrastructure for a more reliable remote working system allowing employees to access email and our internal contact database through mobile devices such as iPhones and iPads.

We will review our approach to flexible working and identify new opportunities to develop this.

Health and wellbeing

Our priority is to protect the health, safety and wellbeing of our employees. Our US and London offices offer an employee assistance programme that's free, confidential and available 24 hours a day to our staff, their partners and any family members who live with them.

In London we have an on-site gym, doctor, dentist, physiotherapist, parent and baby room, contemplation room and access to a nutritionist.

Accidents

We report health and safety figures for our London office only. Our target for 2012/13 was an accident rate of less than one accident per 100 people, and less than one reportable incident per 1,000 people.

In 2012/13 the number of accidents increased slightly compared with 2011/12. On the whole we've seen accidents level off in recent years compared with previous years, but we're keen to meet our target.

We also aim to have zero reportable accidents.

'If the firm is to achieve its goal of improving gender diversity, then more needs to be done to encourage flexible working. Investing in IT infrastructure to assist with remote working is a necessary but not adequate part of the solution to the problem.'



Polly Courtice LVO
External CR Adviser

Mental health



Mental health issues in the workplace are common, but it's rare to talk about about these in the legal sector. We're trying to change this.

In 2012 we ran a psychological wellbeing month. This featured psychologist Bill Mitchell, who ran workshops to raise psychological resilience. We also launched an online tool and held a talk on staying resilient while coping with family needs, run by My Family Care.

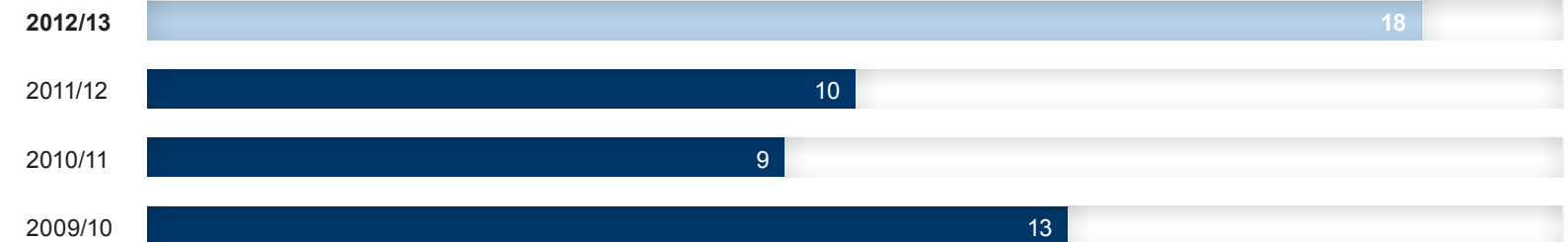
For more information go online

Health and safety data (London)

Accidents by staff ▶

Accidents by contractors ▼

RIDDOR⁶ ▶





Valuing our people

Managing performance

As well as formal appraisals and interim reviews, we encourage day-to-day conversations about performance and development.

Regular feedback from peers and colleagues forms a vital part of our approach. To help achieve this, we've introduced an online tool to increase feedback completion rates.

Flexible working

Flexible working is one of our biggest challenges. We have flexible working arrangements for a number of our staff but recognise that we still have more to do.

We need flexible working to make sure we retain a diverse workforce. We have to balance the need to give our clients exceptional service at all times with the needs of our employees, who want to work flexibly at different stages of their career.

Our Freshfields Continuum network allows past employees to do ad hoc work for the firm. Both lawyers and non-lawyers can submit their details and be called upon during busy periods.

In the past year we've upgraded our IT infrastructure for a more reliable remote working system allowing employees to access email and our internal contact database through mobile devices such as iPhones and iPads.

We will review our approach to flexible working and identify new opportunities to develop this.

Health and wellbeing

Our priority is to protect the health, safety and wellbeing of our employees. Our US and London offices offer an employee assistance programme that's free, confidential and available 24 hours a day to our staff, their partners and any family members who live with them.

In London we have an on-site gym, doctor, dentist, physiotherapist, parent and baby room, contemplation room and access to a nutritionist.

Accidents

We report health and safety figures for our London office only. Our target for 2012/13 was an accident rate of less than one accident per 100 people, and less than one reportable incident per 1,000 people.

In 2012/13 the number of accidents increased slightly compared with 2011/12. On the whole we've seen accidents level off in recent years compared with previous years, but we're keen to meet our target.

We also aim to have zero reportable accidents.

'If the firm is to achieve its goal of improving gender diversity, then more needs to be done to encourage flexible working. Investing in IT infrastructure to assist with remote working is a necessary but not adequate part of the solution to the problem.'



Polly Courtice LVO
External CR Adviser

Mental health



Mental health issues in the workplace are common, but it's rare to talk about about these in the legal sector. We're trying to change this.

In 2012 we ran a psychological wellbeing month. This featured psychologist Bill Mitchell, who ran workshops to raise psychological resilience. We also launched an online tool and held a talk on staying resilient while coping with family needs, run by My Family Care.

[For more information go online](#)

Health and safety data (London)

Accidents by staff ▶

Accidents by contractors ▶

RIDDOR⁶ ▼

2012/13	4
2011/12	0
2010/11	1
2009/10	1

Pro bono

We have a professional responsibility to use our legal knowledge for the public good. We have the most impact when we do what we do best: giving legal advice, whether to tackle the complex multi-jurisdictional issues that NGOs face, or to help vulnerable individuals navigate a legal system.

At Freshfields, we recognise that we owe pro bono clients the same duties as paying clients. We don't distinguish between pro bono and billable time for internal purposes – such as for bonuses, appraisals and work allocation. We call the combination of chargeable and pro bono time, 'client hours'.

We also use the professional skills of non-lawyers in our business, which we call 'professional skills pro bono'.

Many pro bono programmes only respond to client demand. But we take proactive steps to shape the areas in which we work – especially around:

- the rule of law;
- access to justice; and
- global poverty.

We do this by working with our clients to develop projects when we see a gap in service provision or an issue we can challenge, or where we can steer a culture shift in pro bono.

Access to justice

Faced with cuts to legal aid and local government funding for advice in the UK, we pitched 'CourtNav' to our pro bono client, the Royal Courts of Justice Advice Bureau.

CourtNav is an online tool that helps people who can't afford a lawyer navigate the court system. As well as our legal input, Freshfields IT and PR professionals advised on the tool. The prototype secured funding from the Ministry of Justice to develop the first module.

Pro bono

In Europe we're working to embed a pro bono culture in the legal sector. We were instrumental in setting up Pro bono Deutschland eV, Germany's first pro bono organisation, which has grown to 31 members. We also helped develop the Paris Pro bono round table.

Microfinance

We helped FINCA International, the Washington DC-based microfinance non-profit, create a first-of-its-kind socially responsible investment partnership with development banks and investment firms.

The deal created a new model for microfinance organisations to raise equity capital and was commended in the *Financial Times* US Innovative Lawyers report 2012.

Human rights

We acted pro bono for the children's commissioner in a test case in the England and Wales Court of Appeal (Criminal Division) – believed to be the first third-party intervention in this court.

The case involved victims of human trafficking – including three children who had been put to work in cannabis factories in the UK – who, instead of being treated as trafficking victims, were convicted of drugs and immigration offences.

All the appeals were allowed and the court gave strong guidance to make sure this sort of injustice does not happen again.

> For more on this see [UN Global Compact \(UNGC\)](#)

2012/13 Highlights

431

We worked on 431 matters for 253 pro bono clients.



We recorded 43,212 pro bono hours, an all-time record for the firm.



Professional skills pro bono hours amounted to an additional 3,002 hours.



Over 1,000 of our lawyers undertook pro bono work this year – 41 per cent of our average fee-earner headcount.

'Without your assistance it is inconceivable that [the] OCC would have had the capacity to undertake the intervention [...] The availability of pro bono services has been critical to my securing policy objectives in this important area of child exploitation [...] You have a dedicated staff who are a credit to your [firm].'

Dr Maggie Atkinson
Children's Commissioner

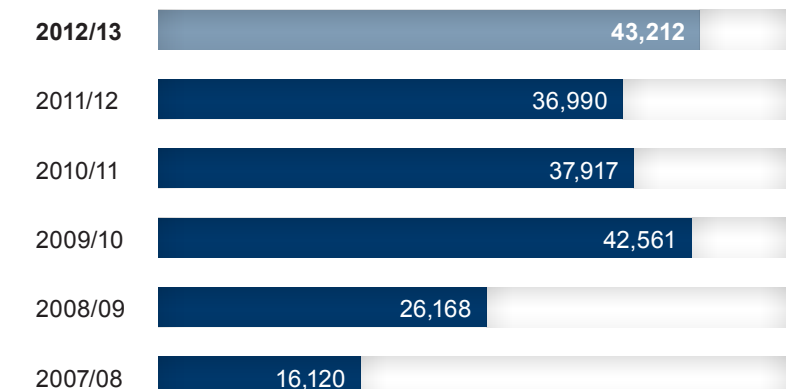


CourtNav

CourtNav is an online tool that helps people who can't afford a lawyer navigate the court system.

▶ Watch the video

Five year global pro bono data (hours)



Supporting our communities

At Freshfields, the theme of our community investment programme is social inclusion. We believe that, whatever their background or circumstances, everyone should be able to participate in – and contribute to – society.

Ninety per cent of our employees feel that supporting charitable organisations and community needs is important, according to our 2012 survey.

Our community investment programme lets all our people – lawyers and non-lawyers – give their time and skills to tackle social issues.

Each office tailors its community activities to focus on education, raise aspirations and help people build their employability skills. This is where we can make the most impact.

In the last year our community programme has gone from strength to strength. In 2012/13:

- just under a quarter of our people took part in community projects;
- they gave 17,666 hours; a 22 per cent increase on the previous year; and
- our work has directly benefited over 12,000 individuals and more than 70 organisations.

The increase in hours volunteered this year is largely due to focusing our efforts on strategic relationships.

As well as helping communities, our long-term sustainable partnerships with community groups and charities add value to our business – particularly by developing volunteer skills, and raising motivation and job satisfaction.

Employability skills

In 2012/13 we helped improve the employability skills of over 4,000 people.

We were awarded ‘highly commended’ for our flagship Ready for Work programme in the Business in the Community (BITC) Big Tick awards for Work Inclusion.

Run in partnership with BITC, this programme aims to break the cycle of homelessness and support socially excluded people into work. Through work experience, training and job coaching, we help participants learn essential employability skills, so the people furthest from the job market can get and keep jobs, and live independently.

The people we support face barriers into work, including:

- being at risk of homelessness;
- being in care;
- long-term unemployment;
- criminal convictions; and
- not having the right qualifications.

Businesses can play a large part to cut re-offending through employment, so we’ve introduced procedures to let us work with ex-offenders. This involves working closely with London Probation Service and completing stringent risk assessment.

Since the programme began, we’ve offered work experience placements to 227 people, 22 of whom have gone on to get full or part-time work at the firm, and many more elsewhere.

Raising aspirations

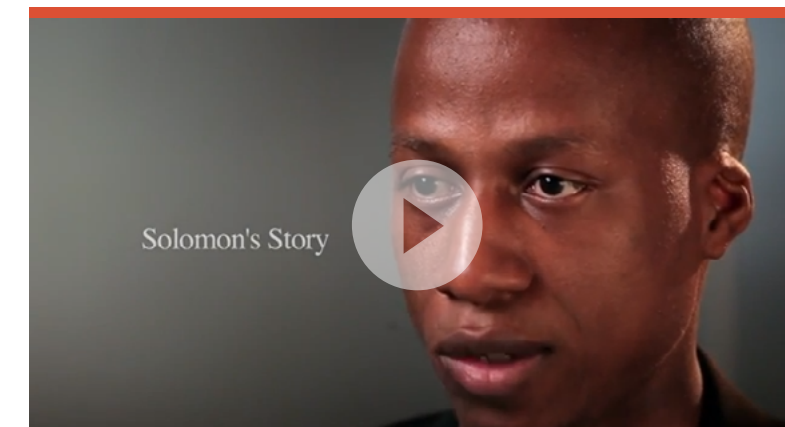
In Frankfurt, Berlin and Cologne we work with START Foundation to run a two-day workshop for students between the ages of 16 and 20 from immigrant backgrounds on their scholarship programme. This is to help young people understand more about careers in law and encourage a more diverse group to consider the legal profession.

Our Brussels office participates in the annual Discover Your Talent workshop with other businesses, to help young people from less advantaged backgrounds build their skills and employability.

‘We wanted to help youngsters increase their chances to get access to the job market by giving them basic skills, including “learning by doing” sessions and giving them advice about what is expected of them.’

‘These youngsters often don’t know how to prepare for an interview because they have no link with the professional world. We wanted to create a bridge to that world, and to make the “working world” more tangible for them.’

Angélique de Brousse
Principal Associate, Antitrust,
Competition and Trade, Brussels



Ready for work programme

You can watch a film about one of our former Ready for Work participant’s journey out of homelessness.

▶ Watch Solomon’s Story



‘The Ready for Work programme changed my life. It escalated me to heights I could never have reached through my own efforts and has allowed me for the first time ever to achieve my full potential in my personal life and in my working life. I am eternally grateful to all of those involved in the programme, they really do change lives for the better.’

Former Ready for Work participant now on an apprenticeship scheme at Freshfields

Supporting our communities

Supporting education

In London last year we hosted over 300 young people on work experience placements at the office, with many more attending careers days.

Both these programmes actively develop skills, such as negotiation, communication and teamwork, to equip young people with the knowledge they need for a career in the legal profession.

In Paris we have been working for over five years with secondary school, Paul Verlaine, in a disadvantaged Parisian suburb. Each year we welcome a class of pupils into our offices for a 'discovering business' day. They are also accompanied by volunteers on a day trip to the Paris Courts of Justice. After a selection process, several pupils return to the office for a two-week work experience placement.

Our New York office supports Legal Outreach, which works with exceptional high-school students from under-served communities to teach them professional skills through law-related activities.

Students complete week-long internships during which they work on a mock deal, conduct due diligence interviews, develop negotiation skills, analyse their findings and present their recommendation to a 'board of directors' made up of New York partners.

Recognising our volunteers

A major development this year has been recognising our volunteers. We launched the Senior Partner's Volunteering Award, which celebrates the great work of some of our people around the network.

We have also developed closer links with our learning and development programmes. We encouraged participants to recognise how volunteering has boosted their skills and talk about this in their appraisals.

We also support individuals in their fund-raising efforts for their own chosen causes through the international matched funding policy, which was launched this year. And we offer our people in some offices the chance to give tax efficiently to charity through payroll giving schemes.

Looking forward

A real challenge has been involving all our offices in community activities and the consistency of their approach.

A small number are struggling to fully engage and this will be something we will work on in the next year. We plan to launch a flagship international programme, which will go some way to achieving this. Our aim is for at least half of our offices to be actively involved in this programme over the next two years.

We introduced impact measurement tools for our community programmes this year. We plan to increase the number of partnerships and offices that collect this data so we can give a more fair reflection of the people and organisations we're reaching.

Ban the Box

We support Business in the Community's 'Ban the Box' campaign to encourage employers to remove the tick-box asking about criminal convictions from their application forms. The tick-box creates a barrier into employment for the 9.2 million people in the UK with a conviction.

This is not about banning disclosure altogether or removing the legally needed checks for 'regulated' roles. The campaign aims to move disclosure to later in the recruitment process so that businesses can assess the candidates' suitability for the role first.

Removing the tick-box lets candidates show their progress since their conviction, so that employers no longer miss out on committed and reformed individuals who want to get into work and have the right skills for the role.

We plan to ban ours by May 2014.

'Freshfields staff make a huge contribution to the communities in which they live and work. 60,000 hours of pro bono and community volunteering in the reporting year is an impressive benchmark. We agree that the focus for the coming years should be in increasing engagement across all offices and – for pro bono – ensuring consistent international implementation of the client hours policy.'

Sir Nicholas Young
External CR Adviser



Employee involvement in pro bono and community investment (CI) programmes ⁷

Employee involvement (per cent)	Total hours contributed to pro bono programmes	Total hours contributed to CI programmes	Total value including management costs (£m)
2012/13	37		
2011/12	39		
2010/11	39		

⁷ These figures refer to average number of staff including contingency staff and contractors.

Supporting our communities

Supporting education

In London last year we hosted over 300 young people on work experience placements at the office, with many more attending careers days.

Both these programmes actively develop skills, such as negotiation, communication and teamwork, to equip young people with the knowledge they need for a career in the legal profession.

In Paris we have been working for over five years with secondary school, Paul Verlaine, in a disadvantaged Parisian suburb. Each year we welcome a class of pupils into our offices for a 'discovering business' day. They are also accompanied by volunteers on a day trip to the Paris Courts of Justice. After a selection process, several pupils return to the office for a two-week work experience placement.

Our New York office supports Legal Outreach, which works with exceptional high-school students from under-served communities to teach them professional skills through law-related activities.

Students complete week-long internships during which they work on a mock deal, conduct due diligence interviews, develop negotiation skills, analyse their findings and present their recommendation to a 'board of directors' made up of New York partners.

Recognising our volunteers

A major development this year has been recognising our volunteers. We launched the Senior Partner's Volunteering Award, which celebrates the great work of some of our people around the network.

We have also developed closer links with our learning and development programmes. We encouraged participants to recognise how volunteering has boosted their skills and talk about this in their appraisals.

We also support individuals in their fund-raising efforts for their own chosen causes through the international matched funding policy, which was launched this year. And we offer our people in some offices the chance to give tax efficiently to charity through payroll giving schemes.

Looking forward

A real challenge has been involving all our offices in community activities and the consistency of their approach.

A small number are struggling to fully engage and this will be something we will work on in the next year. We plan to launch a flagship international programme, which will go some way to achieving this. Our aim is for at least half of our offices to be actively involved in this programme over the next two years.

We introduced impact measurement tools for our community programmes this year. We plan to increase the number of partnerships and offices that collect this data so we can give a more fair reflection of the people and organisations we're reaching.

Ban the Box

We support Business in the Community's 'Ban the Box' campaign to encourage employers to remove the tick-box asking about criminal convictions from their application forms. The tick-box creates a barrier into employment for the 9.2 million people in the UK with a conviction.

This is not about banning disclosure altogether or removing the legally needed checks for 'regulated' roles. The campaign aims to move disclosure to later in the recruitment process so that businesses can assess the candidates' suitability for the role first.

Removing the tick-box lets candidates show their progress since their conviction, so that employers no longer miss out on committed and reformed individuals who want to get into work and have the right skills for the role.

We plan to ban ours by May 2014.

'Freshfields staff make a huge contribution to the communities in which they live and work. 60,000 hours of pro bono and community volunteering in the reporting year is an impressive benchmark. We agree that the focus for the coming years should be in increasing engagement across all offices and – for pro bono – ensuring consistent international implementation of the client hours policy.'

Sir Nicholas Young
External CR Adviser



Employee involvement in pro bono and community investment (CI) programmes ⁷

Employee involvement (per cent) ▶	Total hours contributed to pro bono programmes ▼	Total hours contributed to CI programmes ▶	Total value including management costs (£m) ▶
2012/13			43,213
2011/12			36,990
2010/11			37,916

⁷ These figures refer to average number of staff including contingency staff and contractors.

Supporting our communities

Supporting education

In London last year we hosted over 300 young people on work experience placements at the office, with many more attending careers days.

Both these programmes actively develop skills, such as negotiation, communication and teamwork, to equip young people with the knowledge they need for a career in the legal profession.

In Paris we have been working for over five years with secondary school, Paul Verlaine, in a disadvantaged Parisian suburb. Each year we welcome a class of pupils into our offices for a 'discovering business' day. They are also accompanied by volunteers on a day trip to the Paris Courts of Justice. After a selection process, several pupils return to the office for a two-week work experience placement.

Our New York office supports Legal Outreach, which works with exceptional high-school students from under-served communities to teach them professional skills through law-related activities.

Students complete week-long internships during which they work on a mock deal, conduct due diligence interviews, develop negotiation skills, analyse their findings and present their recommendation to a 'board of directors' made up of New York partners.

Recognising our volunteers

A major development this year has been recognising our volunteers. We launched the Senior Partner's Volunteering Award, which celebrates the great work of some of our people around the network.

We have also developed closer links with our learning and development programmes. We encouraged participants to recognise how volunteering has boosted their skills and talk about this in their appraisals.

We also support individuals in their fund-raising efforts for their own chosen causes through the international matched funding policy, which was launched this year. And we offer our people in some offices the chance to give tax efficiently to charity through payroll giving schemes.

Looking forward

A real challenge has been involving all our offices in community activities and the consistency of their approach.

A small number are struggling to fully engage and this will be something we will work on in the next year. We plan to launch a flagship international programme, which will go some way to achieving this. Our aim is for at least half of our offices to be actively involved in this programme over the next two years.

We introduced impact measurement tools for our community programmes this year. We plan to increase the number of partnerships and offices that collect this data so we can give a more fair reflection of the people and organisations we're reaching.

Ban the Box

We support Business in the Community's 'Ban the Box' campaign to encourage employers to remove the tick-box asking about criminal convictions from their application forms. The tick-box creates a barrier into employment for the 9.2 million people in the UK with a conviction.

This is not about banning disclosure altogether or removing the legally needed checks for 'regulated' roles. The campaign aims to move disclosure to later in the recruitment process so that businesses can assess the candidates' suitability for the role first.

Removing the tick-box lets candidates show their progress since their conviction, so that employers no longer miss out on committed and reformed individuals who want to get into work and have the right skills for the role.

We plan to ban ours by May 2014.

'Freshfields staff make a huge contribution to the communities in which they live and work. 60,000 hours of pro bono and community volunteering in the reporting year is an impressive benchmark. We agree that the focus for the coming years should be in increasing engagement across all offices and – for pro bono – ensuring consistent international implementation of the client hours policy.'

Sir Nicholas Young
External CR Adviser



Employee involvement in pro bono and community investment (CI) programmes ⁷

Employee involvement (per cent) ▶	Total hours contributed to pro bono programmes ▶	Total hours contributed to CI programmes ▼	Total value including management costs (£m) ▶
2012/13			17,666
2011/12			14,508
2010/11			11,824

⁷ These figures refer to average number of staff including contingency staff and contractors.

Supporting our communities

Supporting education

In London last year we hosted over 300 young people on work experience placements at the office, with many more attending careers days.

Both these programmes actively develop skills, such as negotiation, communication and teamwork, to equip young people with the knowledge they need for a career in the legal profession.

In Paris we have been working for over five years with secondary school, Paul Verlaine, in a disadvantaged Parisian suburb. Each year we welcome a class of pupils into our offices for a 'discovering business' day. They are also accompanied by volunteers on a day trip to the Paris Courts of Justice. After a selection process, several pupils return to the office for a two-week work experience placement.

Our New York office supports Legal Outreach, which works with exceptional high-school students from under-served communities to teach them professional skills through law-related activities.

Students complete week-long internships during which they work on a mock deal, conduct due diligence interviews, develop negotiation skills, analyse their findings and present their recommendation to a 'board of directors' made up of New York partners.

Recognising our volunteers

A major development this year has been recognising our volunteers. We launched the Senior Partner's Volunteering Award, which celebrates the great work of some of our people around the network.

We have also developed closer links with our learning and development programmes. We encouraged participants to recognise how volunteering has boosted their skills and talk about this in their appraisals.

We also support individuals in their fund-raising efforts for their own chosen causes through the international matched funding policy, which was launched this year. And we offer our people in some offices the chance to give tax efficiently to charity through payroll giving schemes.

Looking forward

A real challenge has been involving all our offices in community activities and the consistency of their approach.

A small number are struggling to fully engage and this will be something we will work on in the next year. We plan to launch a flagship international programme, which will go some way to achieving this. Our aim is for at least half of our offices to be actively involved in this programme over the next two years.

We introduced impact measurement tools for our community programmes this year. We plan to increase the number of partnerships and offices that collect this data so we can give a more fair reflection of the people and organisations we're reaching.

Ban the Box

We support Business in the Community's 'Ban the Box' campaign to encourage employers to remove the tick-box asking about criminal convictions from their application forms. The tick-box creates a barrier into employment for the 9.2 million people in the UK with a conviction.

This is not about banning disclosure altogether or removing the legally needed checks for 'regulated' roles. The campaign aims to move disclosure to later in the recruitment process so that businesses can assess the candidates' suitability for the role first.

Removing the tick-box lets candidates show their progress since their conviction, so that employers no longer miss out on committed and reformed individuals who want to get into work and have the right skills for the role.

We plan to ban ours by May 2014.

'Freshfields staff make a huge contribution to the communities in which they live and work. 60,000 hours of pro bono and community volunteering in the reporting year is an impressive benchmark. We agree that the focus for the coming years should be in increasing engagement across all offices and – for pro bono – ensuring consistent international implementation of the client hours policy.'

Sir Nicholas Young
External CR Adviser



Employee involvement in pro bono and community investment (CI) programmes ⁷

Employee involvement (per cent) ▶	Total hours contributed to pro bono programmes ▶	Total hours contributed to CI programmes ▶	Total value including management costs (£m) ▼
2012/13			10.48
2011/12		8.96	
2010/11		8.79	

⁷ These figures refer to average number of staff including contingency staff and contractors.



In 2013 we launched
a new partnership
with the British Red Cross,
voted for by
our employees.

*The project helps to protect
 vulnerable communities in Bangladesh
 prepare for climate change disasters.*





Managing our environmental impact

We strive to mitigate our contribution to climate change and to reduce our use of resources. In addition, we offset our carbon emissions and support climate change adaptation projects.

Through legal advice

One of the greatest impacts we have on the environment is through our legal advice. Our low carbon group brings together lawyers from across the firm to help clients meet their climate change goals.

Advice includes:

- planning for renewable energy;
- nuclear power;
- new energy technologies and infrastructure;
- energy conservation;
- built environment and carbon markets;
- project finance;
- construction;
- procurement;
- capital markets;
- private equity;
- intellectual property; and
- real estate.

We advise on large, innovative infrastructure projects to deliver the low carbon economy and often deliver 'first-of-a-kind' deals and projects.

We help clients decarbonise the electricity they produce and consume, through emissions-trading schemes and carbon pricing mechanisms, smart grids, smart metering and new technology – including new transport technology.

We've advised sponsors, investors and promoters of low carbon energy projects using flexible mechanisms under the Kyoto Protocol. These include:

- clean development mechanism and joint implementation projects;
- the revisions to the EU Emissions Trading System and emissions trading; and
- advising the UK Government on its first carbon competition.

'The international community has set itself challenging goals to reduce carbon emissions from all sources over the next 20 years. This will need new technologies and new legal infrastructures. Freshfields is committed to maintaining a leadership position in this area of thinking and endeavour.'

Paul Bowden
Partner

Our environmental management system

In the past year our environmental management system (EMS) in London has been certified to the international standard ISO 14001. Our system has six core components:

- energy use;
- business travel;
- waste;
- water;
- paper and printing; and
- procurement.

We plan to replicate this system, where possible, in our other offices.

Our carbon impact

Our biggest carbon impacts are from energy in our buildings and business travel. We aim to reduce our carbon footprint and the impact we have on the environment.

This year our gross carbon footprint increased by 2 per cent compared with our baseline of 2011/12. This is because of a slight increase in business travel and electricity use, but a reduction in our Scope 1 energy use – energy from sources owned or controlled by the company.

We have increased headcount in the reporting year and our gross emissions per capita have reduced by 2 per cent against our baseline.

2012/13 highlights



London office environmental management system certified to

ISO 14001



London office re-accredited with the Carbon Trust Standard and our refurbished building was awarded a BREEAM Very Good rating for sustainability.

ZERO

Zero waste to landfill for the London office.

'There's been some good progress in London, especially since the environmental management system was certified to ISO14001. Freshfields must now focus on rolling these practices out globally.'

Energy reduction in international offices should become a priority.'



Sir Ian Cheshire
External CR Adviser

Our carbon impact

Energy in our buildings

In the last few years we've invested in energy efficient equipment in our London office. This year we've focused on optimising the use of this equipment and adjusting our building management system to achieve maximum reductions in energy use.

As a result we've reduced energy use by 3 per cent compared with our baseline year and by 12 per cent since 2009/10. We believe we'll reach our target of a 10 per cent reduction against our baseline by the end of 2014/15.

Despite our success in London, globally our energy use increased by 1 per cent in the last year. Our focus now is to share best practice in London with our other offices.

Our approach to reduce business travel

Business travel is one of our major impact areas. Over the past three years we've increased our business travel mainly because of more international business development, particularly in Asia, Latin America and Africa.

Around 40 per cent of our business air travel is when we're acting for a client. The remainder is for internal meetings and to develop business.

We've invested in high-quality videoconferencing (VC) equipment and all our offices now have access to this. Since 2010/11 our VC use has more than doubled. We plan to reduce our travel impact even more through VC and new ways of working.

Adapting to climate change

The firm has been carbon neutral since 2007. We buy offsets from projects that provide social and economic benefits as well as environmental ones. This year we have collaborated with BP Target Neutral, to offset our emissions from a portfolio of six projects.

We've been supporting climate change adaptation projects for three years. This year we launched a new partnership with the British Red Cross, voted for by our employees. The project helps to protect vulnerable communities in Bangladesh prepare for climate change disasters.

Using resources responsibly

Paper and printing

We use a lot of paper. Legal firm employees are thought to use two to three times as much paper as an average office worker. We're trying to change this and have incorporated paper and printing into our EMS. Our target is to reduce our paper use in London by 25 per cent by the end of 2014/15. In the past year we've reduced printer numbers by 10 per cent in London.

Our Rome and Brussels offices have implemented follow-me printing and have cut printing by 20 per cent. We are reviewing our printing globally to identify areas for further printer and paper reductions. Our global paper reduction target is 10 per cent by May 2015 compared with our 2012/13 paper use baseline.

Waste and water

Our target was to collect more water and waste data across our 28 offices by 2013/14. We have met this target and reported globally on this data for the first time.

We still have to improve this, especially for our offices for which we've partially or fully estimated the data. In London we don't send any waste to landfill; we plan to replicate this globally, where possible by the end of 2014/15.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

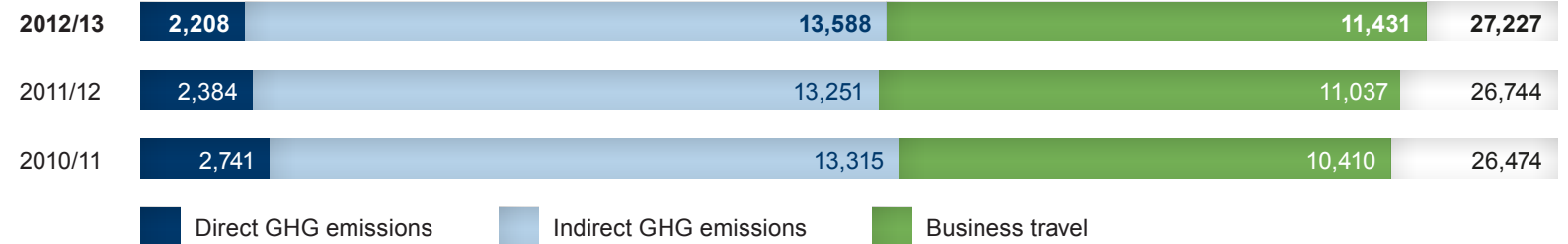
Carbon emissions (tonnes CO₂e)

Gross Global ⁸ ▼

Net Global ⁹ ►

Gross Travel ►

Emissions per FTE ¹⁰ ►



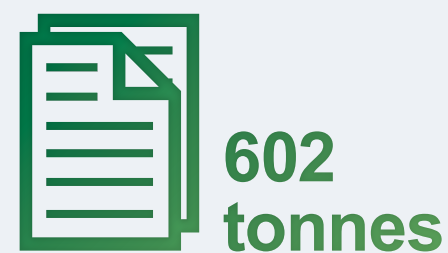
⁸ All historic figures have been restated due to a change in methodology. This has not affected the trend data.

⁹ Accounting for green tariff electricity and travel that has already been offset by suppliers. This does not include offsets purchased to remain carbon neutral.

¹⁰ Full time Employee. Includes all staff, contingency, contractors and external suppliers.

Using resources responsibly

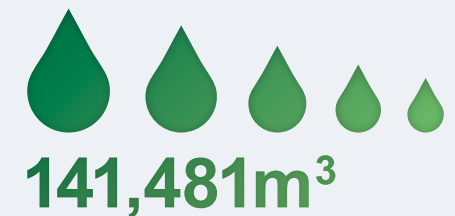
Global paper purchased ¹¹



Global waste disposal ¹²



Global water use ¹³



¹¹ Data was estimated for four sites

¹² 40% of the data has been estimated

¹³ 30% of the data has been estimated

Our carbon impact

Energy in our buildings

In the last few years we've invested in energy efficient equipment in our London office. This year we've focused on optimising the use of this equipment and adjusting our building management system to achieve maximum reductions in energy use.

As a result we've reduced energy use by 3 per cent compared with our baseline year and by 12 per cent since 2009/10. We believe we'll reach our target of a 10 per cent reduction against our baseline by the end of 2014/15.

Despite our success in London, globally our energy use increased by 1 per cent in the last year. Our focus now is to share best practice in London with our other offices.

Our approach to reduce business travel

Business travel is one of our major impact areas. Over the past three years we've increased our business travel mainly because of more international business development, particularly in Asia, Latin America and Africa.

Around 40 per cent of our business air travel is when we're acting for a client. The remainder is for internal meetings and to develop business.

We've invested in high-quality videoconferencing (VC) equipment and all our offices now have access to this. Since 2010/11 our VC use has more than doubled. We plan to reduce our travel impact even more through VC and new ways of working.

Adapting to climate change

The firm has been carbon neutral since 2007. We buy offsets from projects that provide social and economic benefits as well as environmental ones. This year we have collaborated with BP Target Neutral, to offset our emissions from a portfolio of six projects.

We've been supporting climate change adaptation projects for three years. This year we launched a new partnership with the British Red Cross, voted for by our employees. The project helps to protect vulnerable communities in Bangladesh prepare for climate change disasters.

Using resources responsibly

Paper and printing

We use a lot of paper. Legal firm employees are thought to use two to three times as much paper as an average office worker. We're trying to change this and have incorporated paper and printing into our EMS. Our target is to reduce our paper use in London by 25 per cent by the end of 2014/15. In the past year we've reduced printer numbers by 10 per cent in London.

Our Rome and Brussels offices have implemented follow-me printing and have cut printing by 20 per cent. We are reviewing our printing globally to identify areas for further printer and paper reductions. Our global paper reduction target is 10 per cent by May 2015 compared with our 2012/13 paper use baseline.

Waste and water

Our target was to collect more water and waste data across our 28 offices by 2013/14. We have met this target and reported globally on this data for the first time.

We still have to improve this, especially for our offices for which we've partially or fully estimated the data. In London we don't send any waste to landfill; we plan to replicate this globally, where possible by the end of 2014/15.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Carbon emissions (tonnes CO₂e)

Gross Global ⁸

Net Global ⁹

Gross Travel

Emissions per FTE ¹⁰



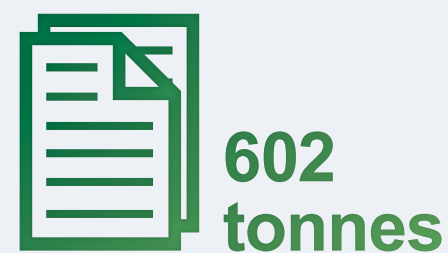
⁸ All historic figures have been restated due to a change in methodology. This has not affected the trend data.

⁹ Accounting for green tariff electricity and travel that has already been offset by suppliers. This does not include offsets purchased to remain carbon neutral.

¹⁰ Full time Employee. Includes all staff, contingency, contractors and external suppliers.

Using resources responsibly

Global paper purchased ¹¹



Global waste disposal ¹²



Global water use ¹³



¹¹ Data was estimated for four sites

¹² 40% of the data has been estimated

¹³ 30% of the data has been estimated

Our carbon impact

Energy in our buildings

In the last few years we've invested in energy efficient equipment in our London office. This year we've focused on optimising the use of this equipment and adjusting our building management system to achieve maximum reductions in energy use.

As a result we've reduced energy use by 3 per cent compared with our baseline year and by 12 per cent since 2009/10. We believe we'll reach our target of a 10 per cent reduction against our baseline by the end of 2014/15.

Despite our success in London, globally our energy use increased by 1 per cent in the last year. Our focus now is to share best practice in London with our other offices.

Our approach to reduce business travel

Business travel is one of our major impact areas. Over the past three years we've increased our business travel mainly because of more international business development, particularly in Asia, Latin America and Africa.

Around 40 per cent of our business air travel is when we're acting for a client. The remainder is for internal meetings and to develop business.

We've invested in high-quality videoconferencing (VC) equipment and all our offices now have access to this. Since 2010/11 our VC use has more than doubled. We plan to reduce our travel impact even more through VC and new ways of working.

Adapting to climate change

The firm has been carbon neutral since 2007. We buy offsets from projects that provide social and economic benefits as well as environmental ones. This year we have collaborated with BP Target Neutral, to offset our emissions from a portfolio of six projects.

We've been supporting climate change adaptation projects for three years. This year we launched a new partnership with the British Red Cross, voted for by our employees. The project helps to protect vulnerable communities in Bangladesh prepare for climate change disasters.

Using resources responsibly

Paper and printing

We use a lot of paper. Legal firm employees are thought to use two to three times as much paper as an average office worker. We're trying to change this and have incorporated paper and printing into our EMS. Our target is to reduce our paper use in London by 25 per cent by the end of 2014/15. In the past year we've reduced printer numbers by 10 per cent in London.

Our Rome and Brussels offices have implemented follow-me printing and have cut printing by 20 per cent. We are reviewing our printing globally to identify areas for further printer and paper reductions. Our global paper reduction target is 10 per cent by May 2015 compared with our 2012/13 paper use baseline.

Waste and water

Our target was to collect more water and waste data across our 28 offices by 2013/14. We have met this target and reported globally on this data for the first time.

We still have to improve this, especially for our offices for which we've partially or fully estimated the data. In London we don't send any waste to landfill; we plan to replicate this globally, where possible by the end of 2014/15.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

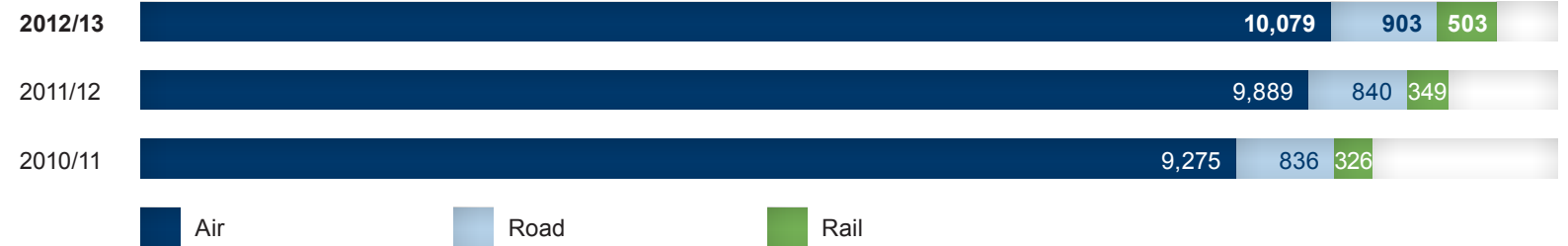
Carbon emissions (tonnes CO₂e)

Gross Global ⁸

Net Global ⁹

Gross Travel

Emissions per FTE ¹⁰



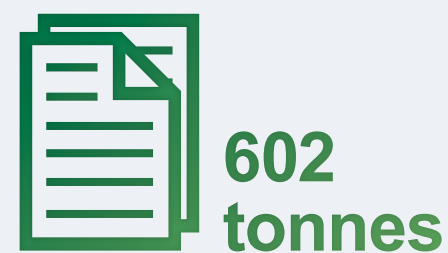
⁸ All historic figures have been restated due to a change in methodology. This has not affected the trend data.

⁹ Accounting for green tariff electricity and travel that has already been offset by suppliers. This does not include offsets purchased to remain carbon neutral.

¹⁰ Full time Employee. Includes all staff, contingency, contractors and external suppliers.

Using resources responsibly

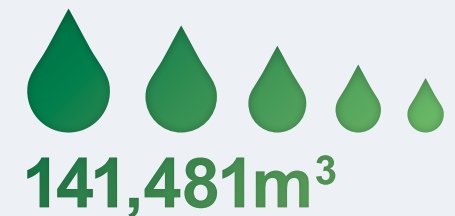
Global paper purchased ¹¹



Global waste disposal ¹²



Global water use ¹³



¹¹ Data was estimated for four sites

¹² 40% of the data has been estimated

¹³ 30% of the data has been estimated

Our carbon impact

Energy in our buildings

In the last few years we've invested in energy efficient equipment in our London office. This year we've focused on optimising the use of this equipment and adjusting our building management system to achieve maximum reductions in energy use.

As a result we've reduced energy use by 3 per cent compared with our baseline year and by 12 per cent since 2009/10. We believe we'll reach our target of a 10 per cent reduction against our baseline by the end of 2014/15.

Despite our success in London, globally our energy use increased by 1 per cent in the last year. Our focus now is to share best practice in London with our other offices.

Our approach to reduce business travel

Business travel is one of our major impact areas. Over the past three years we've increased our business travel mainly because of more international business development, particularly in Asia, Latin America and Africa.

Around 40 per cent of our business air travel is when we're acting for a client. The remainder is for internal meetings and to develop business.

We've invested in high-quality videoconferencing (VC) equipment and all our offices now have access to this. Since 2010/11 our VC use has more than doubled. We plan to reduce our travel impact even more through VC and new ways of working.

Adapting to climate change

The firm has been carbon neutral since 2007. We buy offsets from projects that provide social and economic benefits as well as environmental ones. This year we have collaborated with BP Target Neutral, to offset our emissions from a portfolio of six projects.

We've been supporting climate change adaptation projects for three years. This year we launched a new partnership with the British Red Cross, voted for by our employees. The project helps to protect vulnerable communities in Bangladesh prepare for climate change disasters.

Using resources responsibly

Paper and printing

We use a lot of paper. Legal firm employees are thought to use two to three times as much paper as an average office worker. We're trying to change this and have incorporated paper and printing into our EMS. Our target is to reduce our paper use in London by 25 per cent by the end of 2014/15. In the past year we've reduced printer numbers by 10 per cent in London.

Our Rome and Brussels offices have implemented follow-me printing and have cut printing by 20 per cent. We are reviewing our printing globally to identify areas for further printer and paper reductions. Our global paper reduction target is 10 per cent by May 2015 compared with our 2012/13 paper use baseline.

Waste and water

Our target was to collect more water and waste data across our 28 offices by 2013/14. We have met this target and reported globally on this data for the first time.

We still have to improve this, especially for our offices for which we've partially or fully estimated the data. In London we don't send any waste to landfill; we plan to replicate this globally, where possible by the end of 2014/15.

➤ For more on this see [UN Global Compact \(UNGC\)](#)

Carbon emissions (tonnes CO₂e)

Gross Global ⁸

Net Global ⁹

Gross Travel

Emissions per FTE ¹⁰ ▼



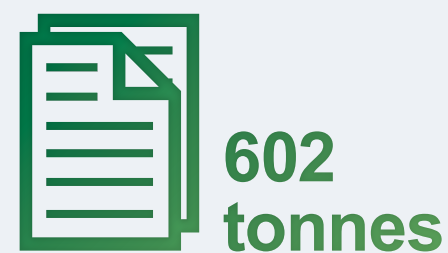
⁸ All historic figures have been restated due to a change in methodology. This has not affected the trend data.

⁹ Accounting for green tariff electricity and travel that has already been offset by suppliers. This does not include offsets purchased to remain carbon neutral.

¹⁰ Full time Employee. Includes all staff, contingency, contractors and external suppliers.

Using resources responsibly

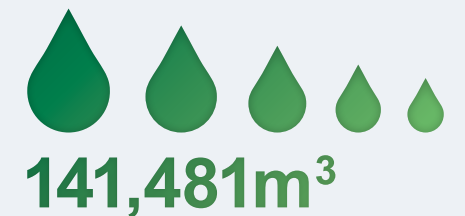
Global paper purchased ¹¹



Global waste disposal ¹²



Global water use ¹³



¹¹ Data was estimated for four sites

¹² 40% of the data has been estimated

¹³ 30% of the data has been estimated



UN Global Compact (UNGC)



We have been a proud participant of the UNGC since March 2009. As a result, we are required to report on how we have advanced the 10 principles with respect to human rights, labour, environment and anti-corruption within our sphere of influence. This Responsible Business Report 2013 also acts as our annual communication on progress.

In September 2013, we attended the UNGC triennial leaders summit in New York. The leaders summit represented a unique opportunity for the firm to discuss responsible business strategy at the highest level, and help to produce strategic recommendations for the future of the initiative.

We remain fully committed to the UNGC and will continue to align our operations and strategy with the 10 principles.

Issue	UNGC principle	Reference
Human rights	Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	Human rights and labour standards page 12 Pro bono page 18
	Principle 2 – Businesses should make sure that they are not complicit in human rights abuses.	Human rights and labour standards page 12 Pro bono page 18
Labour	Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human rights and labour standards page 12
	Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labour.	Human rights and labour standards page 12
	Principle 5 – Businesses should uphold the effective abolition of child labour.	Human rights and labour standards page 12
	Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Equality page 11 Diversity page 13
Environment	Principle 7 – Businesses should support a precautionary approach to environmental challenges.	Managing our environmental impact page 22
	Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	Managing our environmental impact page 22 and 23
	Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies.	Managing our environmental impact page 22
Anti-corruption	Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	Anti-bribery and corruption page 11



Performance and targets

Key



Achieved



Ongoing



Not achieved

Business ▼	People ▶	Pro bono ▶	Communities ▶	Environment ▶
Targets for 2012/13		Status	Performance in 2012/13	Future targets
Launch Corporate Responsibility Advisory Board.			We launched an Advisory Board in January 2013.	N/A
Participate in initiatives that encourage and promote corporate responsibility.			We participate in Council of Bars and Law Societies of Europe (CCBE) and guide them on corporate responsibility for the legal sector.	Help write the CCBE guidelines for corporate responsibility in the legal sector by December 2014.
Deliver presentations and information sessions around the network.			We gave departmental presentations throughout the year.	Give sustainability training for our lead partners by December 2014. Hold another training conference for our corporate responsibility co-ordinators by December 2014.
Include corporate responsibility training in programmes for business services staff.				Target remains.
Clarify the role of our office managing partners to strengthen our corporate responsibility programme internationally.				Target remains.



Performance and targets

Key



Achieved



Ongoing



Not achieved

Business ▶	People ▼	Pro bono ▶	Communities ▶	Environment ▶
Targets for 2012/13		Status	Performance in 2012/13	Future targets
Promote flexible working, maternity coaching, back-up care and our families' network.			We offered events to support our working parents including targeting working fathers for the first time.	Align our families' network, maternity network groups under the banner 'Freshfields and family'.
Continue our programme of diversity events including Demystifying Diwali and Black History Month.			We have held events for Diwali, Black History Month, Jewish holidays and Chinese New Year.	Target remains.
Develop women's networks across the London office.			We launched associate, senior women, and business services networks.	
Encourage more applications from people from under-represented backgrounds to broaden access to the profession.			We launched the Stephen Lawrence Scholarship.	Support Freshfields Stephen Lawrence Scholarship students as they prepare for training contract interviews and with at least one being successfully offered a training contract.
Hold first global conference for our LGBT employees.			We held a conference in London in December 2012.	Hold a second global conference by May 2014.
Have a consistent approach to all work experience placements. Increase the number of work placements offered to students from less advantaged backgrounds.			We hosted work experience placements for over 300 young people.	



Performance and targets

Key



Achieved



Ongoing



Not achieved

Business	People	Pro bono	Communities	Environment
Targets for 2012/13		Status	Performance in 2012/13	Future targets
Achieve zero reportable incidents. Reduce the accident rate.			Target not met this year.	Target remains.
New targets				
To be named as a top 100 employer in the Stonewall Workplace Equality Index in 2013/14.				
Support our work as a founding partner for Stonewall's Global Diversity Champion Programme.				



Performance and targets

Key



Achieved



Ongoing



Not achieved

Business ▶	People ▶	Pro bono ▼	Communities ▶	Environment ▶
Targets for 2012/13		Status	Performance in 2012/13	Future targets
Develop more projects to combat sexual violence in the Democratic Republic of Congo and create innovative ways to support legal clinics.			We funded a DRC lawyer to work on projects involving sexual violence against women.	Develop a work stream with Redress and consider wider collaboration with key stakeholders.
Implement consistent treatment of pro bono time in internal reporting.			This has not been consistently implemented across our global reporting systems.	Work with the central reporting team to ensure consistent implementation.
Develop the London human trafficking project.			Our work has expanded from domestic enforcement proceedings to working on strategic issues, such as our work for the Children's Commissioner (see page 18).	Explore expanding enforcement work to include underlying employment tribunal claims and advocacy in county court enforcement proceedings.
New targets				
Establish regional pro bono committee to develop our pro bono practice in Asia.				



Performance and targets

Key



Achieved



Ongoing





Not achieved

Business ▶	People ▶	Pro bono ▶	Communities ▼	Environment ▶
Targets for 2012/13		Status	Performance in 2012/13	Future targets
Increase global community investment hours by 5 per cent to 15,225 by 2013/14.			We met our target early. Hours for 2012/13 increased by 21.8 per cent to 17,666.	Maintain community investment hours at current levels, but increase hours in the three least-engaged offices.
Report internal data every two years. Improve accuracy of volunteer data.			Target achieved.	Increase the number of offices collecting impact data.
Review international communications plan for corporate responsibility activities.			We introduced an international CR co-ordinators newsletter. We regularly include CI stories in the firmwide weekly update This Week.	Improve the content and usability of intranet pages.
Introduce a matched time volunteering policy in 2011/12.			Not achieved.	We're reviewing our approach. No new target.
Achieve a payroll giving participation of 10 per cent by year end 2014/15.			In progress.	Target remains.
Introduce a firmwide matched funding policy in 2011/12.			We now have an international matched funding policy in place.	No new target.



Performance and targets

Key  Achieved  Ongoing  Not achieved


Business ▶	People ▶	Pro bono ▶	Communities ▼	Environment ▶
Targets for 2012/13		Status	Performance in 2012/13	Future targets
Use volunteering opportunities to develop skills.			We made some progress but need more work in this area.	Target remains.
Make sure volunteering opportunities are recognised in appraisals.			We made some progress but need more work in this area.	Target remains.
New targets				
Introduce a flagship international programme with half our offices participating by the end of 2014/15.				
Launch the Freshfields Foundation by May 2015.				










Performance and targets

Key

 Achieved

 Ongoing

 Not achieved

Business ▶	People ▶	Pro bono ▶	Communities ▶	Environment ▼
Targets for 2012/13		Status	Performance in 2012/13	Future targets ¹⁴
Reduce our global carbon footprint by 10 per cent by the end of 2014/15.			Our gross emissions increased by 1.8 per cent, but we reduced our net emissions by 14 per cent.	Target remains.
Get ISO 14001 certification for our London office by December 2012.			Achieved December 2012.	Remain ISO 14001 accredited in London. Identify other offices for accreditation.
Reduce energy consumption in the London office by 10 per cent by year end 2014/15 against the 2011/12 baseline.			We reduced energy use by 3 per cent in London against our 2011/12 baseline.	Reduce our firmwide energy use by 10 per cent by year end 2014/15.
Identify offices to switch to green tariff energy.			Our London office switched to green tariff energy in October 2012. Rome, Brussels, Frankfurt, Hamburg also use green tariff.	Target remains.
Launch global travel policy by May 2013.			We've reviewed our travel and drafted a global policy. We intend to launch this by May 2014.	Reduce our firmwide business travel by 10 per cent by year end 2014/15.
Review our paper and printing and set reduction targets.			We collected data on our paper use and printing habits across all our offices. This has informed our printing and paper targets.	Reduce global paper use by 10 per cent by May 2015 compared with 2012/13 figures.



Performance and targets

Key



Achieved



Ongoing



Not achieved

Business ▶	People ▶	Pro bono ▶	Communities ▶	Environment ▼
Targets for 2012/13		Status	Performance in 2012/13	Future targets ¹⁴
Collect more water and waste data across the network.			We collected waste and water data for 10 of our offices. We estimated for all other offices.	Achieve zero waste to landfill for all offices, where possible, by May 2015.
Report on firmwide paper use, recycling, water use and waste generation by 2013/14.			We collected paper data for all offices. We collected waste and water data for 10 of our offices. We estimated for all other offices.	Increase number of offices with waste and water data by year end 2013/14.
Relaunch our green teams and introduce training initiatives.			We have green teams in our Rome and New York offices.	Target remains.
Promote environmental awareness in our partner schools.		N/A	Talks with partner schools suggest this isn't a priority. We will review this in the future.	N/A
Make sure all offices participate in Earth Hour and the UN World Environment Day (WED).			All offices took part in Earth Hour for the fourth consecutive year. In line with this year's WED theme, our Rome office hosted an event on waste and recycling in Italy.	Encourage fund-raising and raise awareness of our new climate change adaptation project. Hold environment-focused events in at least three of our offices around the network.

¹⁴ Targets for energy and travel are against 2011/12 baseline.
Targets for paper are against 2012/13 baseline.



Key performance indicators

We aim to be open and transparent in reporting on our responsible business activities.

‘It would be good to see Freshfields make some bolder long-term commitments. Currently there are a lot of short-term commitments which don’t demonstrate what the firm stands for. By focusing on two or three targets in each area of the business, the firm will be able to streamline their programmes and address their key material issues.’

Sir Ian Cheshire
External CR Adviser



Indicator	2010/11	2011/12	2012/13	May 2015 Target
Total number of employees	5,159	5,266	4,859 ¹⁵	N/A
Female partners (per cent)	12	12	12	N/A
Gross carbon footprint per capita (tonnes CO ₂ e) ¹⁶	4.96	4.79	4.70	4.50
Gross direct and indirect greenhouse gas emissions – scope 1 and 2; fossil fuels and refrigerants; electricity (tonnes carbon dioxide equivalent – CO ₂ e)	16,056	15,635	15,796	14,216
Total gross indirect greenhouse gas emissions – scope 3; business travel (tonnes CO ₂ e)	10,410	11,037	11,431	10,288
Gross carbon footprint (tonnes CO ₂ e)	26,474	26,744	27,227	24,504
Employees involved in pro bono and community investment programmes (per cent)	39	39	37	50
Hours contributed to pro bono and community programmes	49,743	51,498	60,878	55,000 ¹⁷
Total community contributions (£m) including management costs	8.79	8.96	10.48	N/A
Participation in UK payroll giving (per cent)	4.2	5	5	10
Turnover (£m)	1,115.7	1,177	1,229.4	N/A

¹⁵ 2012/13 data is average employee numbers excluding contingency and contractors.

In previous years we have used end of year data taken on the 30 April.

¹⁶ Per capita figures include contractors.

¹⁷ Already met target. Our target now is to keep our contribution of 55,000 hours each year.



Reporting

We report on our performance annually for our key stakeholder groups. To find out more about these see Our Material issues and Stakeholder engagement.

We published our last report (May 2011 – April 2012) in December 2012. All our previous CR reports are available on our website.

 [For more information go online](#)

This report covers our 28 offices, unless specified otherwise. Freshfields has an exclusive association in Riyadh with Salah Al-Hejailan. This association is not included within our reporting boundary.

This report includes data covering the period 1 May 2012 to 30 April 2013. For more information please see our Basis of Reporting, which outlines the scope of each of our KPIs.

 [Download the Basis of Reporting PDF](#)

There have been no significant changes during the reporting period regarding the structure of the firm. We opened an office in Singapore during the reporting period.

We have sought external assurance for our CR reports since 2007/8. See this year's assurance statement by Deloitte LLP.

This year we have also received external commentary from our CR Advisory Board. Their comments can be found throughout the report.

We use standard methodologies for measuring and presenting our performance, such as the AA1000 AccountAbility Principles Standard (AA1000 AS 2008). This is a recognised framework for sustainability management and reporting. The AA1000 AS 2008 defines three principles for sustainability management and reporting:

(1) Inclusivity – identifying and engaging with stakeholders to get a full understanding of issues

As a legal service provider and partnership, we consider our key stakeholders to be our people (past, present and future), clients, suppliers, local communities, charities, non-governmental organisations (NGOs) and community organisations, governments and regulatory bodies. We have identified these groups through our interaction in the past. They either have a direct interest in (or influence on) our business or are potentially impacted by it.

For all of these stakeholder dedicated groups, departments, teams or individuals are managing day-to-day relationships down to single organisations or individuals. This helps us to feed stakeholders' views into business decisions where possible.

We employ various forms of engagement that aim to both inform our stakeholders and seek their input into our work. These include the annual global employee engagement survey, client and partner organisations' feedback questionnaires and review meetings.

(2) Materiality – determining what issues are important to our firm and our stakeholders

Our stakeholder engagement has helped to determine our material issues. In the past year we consulted with our stakeholders to identify priority issues. We also launched our external CR Advisory Board to advise on our approach to responsible business and how we report in our business year 2012/13.

We have identified the issues material to our business by consideration of what has an impact and influence on our business success and how our activity might affect our communities and the environment. Many of these have had historical importance or have been identified by the senior leadership team. This year the results of our materiality review helped us to refine and prioritise what is most relevant to our stakeholders. We also take into account where we can have the most beneficial impact, for example using our professional skills to help others. Understanding this helps us to direct our resources and manage our programmes effectively.

(3) Responsiveness – responding to material issues and being transparent about our performance

We are committed to responding to issues identified by stakeholders. In doing so we can enhance our relationships with them, improve our responsible business practices in line with what is most relevant to them and encourage future feedback. We share the results of engagement processes to demonstrate that we have understood the issues and to explain how we intend to respond. For example, high level results of the global engagement survey are communicated to the firm, followed by more detailed discussions on action to be taken at department or office level. We also communicate through our annual CR report and through a variety of internal channels such as email updates and newsletters.

Our response to concerns raised might not always be as swift as we would like it to be, however, we are committed to understanding the issues raised and taking action where possible.



Independent assurance



Independent assurance report by Deloitte LLP to Freshfields Bruckhaus Deringer LLP on the 2013 Responsible Business Report

What we looked at: scope of our work

Freshfields Bruckhaus Deringer LLP ('Freshfields') has engaged us to give assurance on:

Limited assurance:

- AA1000 APS assurance:** Freshfields' description on page 31 of its alignment to the AA1000AS principles of inclusivity, materiality and responsiveness in reporting its performance for the year ended 30th April 2013 is materially misstated:
 - Inclusivity – how they identified and engaged with stakeholders to gain a full understanding of issues;
 - Materiality – how they assessed the relative importance of each issue; and
 - Responsiveness – how they responded to stakeholder issues and how this is reflected in the 'Freshfields Responsible Business Report 2013' (the 'RB Report') as set out in the AccountAbility 1000 Assurance Standard (AA1000 AS 2008)
- ISAE 3000 assurance:** Selected Corporate Responsibility ('CR') performance data – for year ended 30th April 2013. The assured data appears in the RB Report.

Environment

- Gross carbon footprint (tonnes CO₂e) (global), see page 30
- Gross carbon footprint per capita (tonnes CO₂e) (global), see page 30
- Total gross indirect greenhouse gas emissions – scope 3; business travel (tonnes CO₂e) (global), see page 30

Community and Pro bono

- Total community contributions, including management costs (£m) (global), see page 30
- Hours contributed to pro bono and community programmes (global), see page 30
- Employees involved in pro bono and community investment programmes (per cent) (global), see page 30

What we found: our assurance opinion

Limited assurance conclusion:

Based on the scope of our work and the assurance procedures we performed, nothing has come to our attention that causes us to believe that:

- Freshfields description on page 31 of its alignment to the AA1000AS principles of inclusivity, materiality and responsiveness in reporting its performance for year ended 30th April 2013 is materially misstated.
- The CR performance indicators listed above are materiality misstated.

Observations and recommendations

To improve future management and reporting of CR in accordance with AA1000APS we make the following observations and recommendations to Freshfields:

Inclusivity:

- the creation and establishment of the CR Advisory Board comprising of responsible business experts from Kingfisher, the British Red Cross and the University of Cambridge's Programme for Sustainability Leadership (CPSL) is a significant and welcome development during the reporting cycle. The role of the external CR Advisory Board to add external perspective and challenge to Freshfields' approach to CR will work to ensure that material issues are addressed in a balanced and transparent way and that Freshfields continue to evolve and improve performance in relation to CR.
- Freshfields has worked to ensure that CR governance, management and reporting is global in scope and that local offices are increasingly engaged and bought into CR initiatives. The Global CR team should continue to engage with local offices to improve their buy-in and engagement with the Freshfields CR agenda. This could be facilitated by enabling local offices to contribute to future strategy discussions, and by undertaking local level materiality assessments to understand material issues at an office level.

Materiality:

- Freshfields has usefully developed their identification of material issues through a formalised materiality review process. This has helped to ensure that all material issues have been identified and can now be integrated in CR governance, management and performance processes accordingly.
- as Freshfields continue to identify and manage material issues we strongly encourage a report weighting that is reflective of the relative importance of issues to stakeholders. For example, the areas of "Excellent Client Service" and "Business Ethics" would benefit from further discussion articulating how Freshfields' practices are responsive to the continuing need for excellent practice in these areas, together with a balanced discussion of challenges within each area. In addition, the inclusion of detail and outcomes from key stakeholder engagements throughout the reporting cycle such as the Employee Engagement Survey will provide Freshfields with an opportunity to candidly discuss important stakeholder views and concerns.
- the development (and public disclosure) of long term, material commitments and targets across its business will demonstrate to stakeholders Freshfields' long term support to CR. It is important as CR management, performance and reporting continues to evolve that organisations set targets that challenge current performance and help create a culture of continual improvement.

Independent assurance



Responsiveness:

- Freshfields demonstrate solid stakeholder engagement through the engagement activities described the RB Report, the integration of stakeholder quotes throughout the RB Report and transparent commentary from members of the CR Advisory Board. In future reports, we recommend that the RB Report should include additional information summarising what Freshfields are actively doing to address stakeholder issues.
- as Freshfields continue to improve stakeholder engagement processes and consultations across the firm we suggest management perform a formal mapping of stakeholders and the outcome of stakeholder engagement activities. This will enable Freshfields to better demonstrate their understanding and prioritisation of engagement with their most important stakeholders. In turn, this will help to focus strategy and internal resources on the actions that have the highest impact on business strategy, processes and performance.

The above observations will be raised in a separate report to Freshfields management. The observations and recommendations have been taken into account in forming our conclusions on the RB Report as set out in this statement.

Scope of our work and the assurance standards we used and what standards we used: Basis of our work and level of assurance

We carried out limited assurance on the selected key performance indicators in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000). To achieve limited assurance the ISAE 3000 requires that we review the processes, systems and competencies used to compile the areas on which we provide assurance. This is designed to give a similar level of assurance to that obtained in the review of interim financial information. It does not include detailed testing of source data or the operating effectiveness of processes and internal controls.

To form our conclusions we undertook the following procedures:

- interviewed managers at Freshfields' London office, including the Group CR team and those with operational responsibility for the issues covered in the RB Report;
- read and analysed public information relating to Freshfields and sector CR practices and performance during the year;
- understood, analysed and tested on a non-statistical sample basis the Firm's processes relating to:
 - stakeholder identification, engagement and responsiveness;
 - management commitment and the governance structures used for managing CR;
 - implementation of CR-related policies, codes of conduct, internal audit and other monitoring activities; and
 - collation, aggregation, validation and reporting of CR performance data at Group level in accordance with Freshfields' Basis of Reporting

 [Download the Basis of Reporting PDF](#)

- reviewed the development process for the RB Report, including the selection of material issues;
- reviewed information and reasoning about the RB Report assertions regarding CR performance for year ended 30th April 2013; and
- reviewed the content of the RB Report against the findings of our work and made recommendations for improvement where necessary.

Responsibilities of Directors and independent assurance provider

Freshfields' responsibilities

For the preparation of the RB Report 2013, for the information and statements contained within it and the intended audience as outlined in the 'Reporting' section on page 31, and in the Basis of Reporting.

 [Download the Basis of Reporting PDF](#)

For determining the CR targets and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Deloitte's responsibilities, independence and team competencies

We complied with Deloitte's independence policies, which address and, in certain cases, exceed the requirements of the International Federation of Accountants' Code of Ethics for Professional Accountants in their role as independent auditors, and in particular preclude us from taking financial, commercial, governance and ownership positions which might affect, or be perceived to affect, our independence and impartiality, and from any involvement in the preparation of the RB Report.

We have confirmed to Freshfields that we have maintained our independence and objectivity throughout the year and in particular that there were no events or prohibited services provided which could impair our independence and objectivity.

Our team consisted of a combination of Chartered Accountants with professional assurance qualifications and professionals with a combination of environmental, CR and stakeholder engagement experience, including many years' experience in providing corporate responsibility report assurance.

Our responsibility is to independently express conclusions on the subject matters as defined within the scope of work above to Freshfields in accordance with our letter of engagement. Our work has been undertaken so that we might state to the Firm those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Freshfields for our work, for this report, or for the conclusions we have formed.

Deloitte LLP
London, United Kingdom
22 January 2014

Freshfields Bruckhaus Deringer LLP is a limited liability partnership registered in England and Wales with registered number OC334789. It is authorised and regulated by the Solicitors Regulation Authority. For regulatory information please refer to www.freshfields.com/support/legalnotice. Any reference to a partner means a member, or a consultant or employee with equivalent standing and qualifications, of Freshfields Bruckhaus Deringer LLP or any of its affiliated firms or entities. This material is for general information only and is not intended to provide legal advice.