

Diversity and inclusion annual review

Publication: 2023



Freshfields Bruckhaus Deringer

Welcome to our 2023 diversity and inclusion annual review

Our second annual diversity and inclusion review highlights progress on the firm's five-year global targets for gender, race and ethnicity, and LGBTQ+ representation.

We also share perspectives from colleagues who are driving change, and updates on initiatives and programmes that ensure the firm continues to progress, collaborating with clients and leading organisations with shared goals.

INTRODUCTION

Diversity and inclusion have long been a priority at Freshfields, and since the launch of our enhanced targets and commitments in 2021, we've accelerated our efforts across the firm. We're delighted to publish our second annual review to share our progress.

Our report this year highlights a variety of activities across the firm to support our commitments to inclusion and progress towards our diversity targets. While this is not a comprehensive list, it is indicative of the efforts that our colleagues and partners are putting in to drive change.

Personally, I've had the pleasure to be involved in several of the firm's D&I initiatives during my time with the firm. Our reverse mentoring programme, Diverse Perspectives, gives senior leaders like me the opportunity to learn from a more junior colleague who identifies as belonging to an underrepresented group, helping raise awareness, shape perspectives, and inform strategy. This is important as we seek to ensure everyone feels they belong. And for me personally, I've learnt a lot, been energised and received some great advice.

I'm delighted to also be the sponsor of our Future Leaders programme, which seeks to support our Black and ethnically diverse colleagues' professional development with an aligned sponsor, and I look forward to the launch of our next cohort this coming spring.

As head of responsible business for the firm, I've seen the difference that initiatives are making in our local communities from the UK, the US, Germany and France through to the Netherlands, Hong Kong and beyond. We're proud to highlight some of these initiatives in our diversity and inclusion annual report this year. But there's always more to do for diversity and inclusion, and our programmes are just one part of our strategy.

We must continue learning from people with different lived experiences, embed change into our business and collaborate with clients and the expert organisations we partner with. Thanks to the hard work of many dedicated people across our firm, I'm proud of the progress we have made in the past year towards creating a more diverse workplace and driving lasting change.



Georgia Dawson
Senior Partner



Thanks to the hard work of many dedicated people across our firm, I'm proud of the progress we have made in the past year.

02

Our progress

OUR PROGRESS, INSIGHTS AND NEXT STEPS

Freshfields' D&I strategy is built on the principles of 'belong, engage and excel.'

These principles are designed to create an environment where difference is valued, authenticity is celebrated, and people feel they truly belong. Our shared values enable us to harness the desire for lasting change among our colleagues, clients and communities, and make meaningful progress towards a more diverse and inclusive workplace.

Belong

Focus on everyday behaviours and accountability, inclusive leadership, mental health and wellbeing

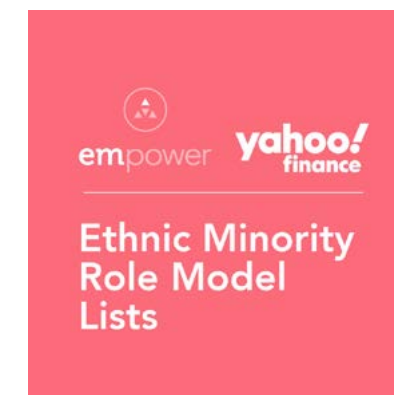
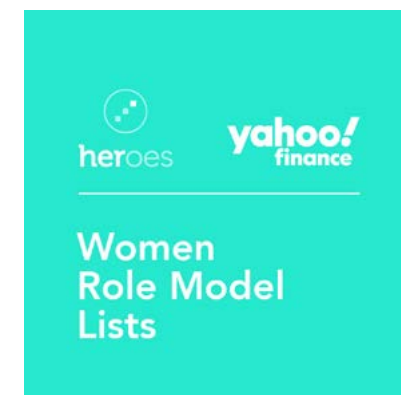
Engage

Encourage action across our different diversity strands and promote positive, authentic dialogue with our people

Excel

Enhance the career experience of diverse colleagues at the firm and recruit, retain and promote diverse talent

Our latest awards and highlights



OUR PROGRESS, INSIGHTS AND NEXT STEPS

Head of Diversity, Inclusion and Wellbeing Helen Ouseley discusses the progress we have made in achieving our D&I targets and how we are continuing to evolve our collective efforts towards a more diverse and inclusive workplace.

We continue to focus on using data and insights to ensure transparency and accountability in highlighting our progress and identifying areas for improvement.

We have included charts that set out our performance against our global, US and UK diversity and inclusion targets. We are proud that we have made meaningful progress in a number of areas, including achieving some of our targets ahead of schedule.

We have doubled the number of Black associates at the firm and reached our partner LGBTQ+ target, three years ahead of schedule.

Since our targets were introduced in 2021, 48 per cent of new partners are women. In the five years prior to this, the average was 27 per cent. We've also seen progress in the majority of our UK and US specific targets, with strong, diverse representation in our recruitment efforts and new partners.

Of course, we also recognise that there are areas in which we can improve and will work hard towards meeting our ambitious goals. In the year ahead, we'll continue to enhance our efforts, including training for leaders on mental health and wellbeing, enhanced data insights to inform our strategy, aligned to our broader HR technology rollout, and maximising our impact through collaborations with external providers and with our clients. Together we can do more.

Progress in numbers

We have made progress this year in a number of areas, including achieving some of our targets ahead of schedule.

48%

Since our targets were introduced in 2021, **48 per cent** of new partners are women. In the five years prior to this, the average was **27 per cent**

5%

We reached our global partner, LGBTQ+ target of 5 per cent, three years ahead of schedule

x2

We're proud to have doubled the number of Black associates at the firm, three years ahead of schedule



Our shared values enable us to harness the desire for lasting change among our colleagues, clients and communities.

Helen Ouseley
Head of Diversity,
Inclusion and
Wellbeing



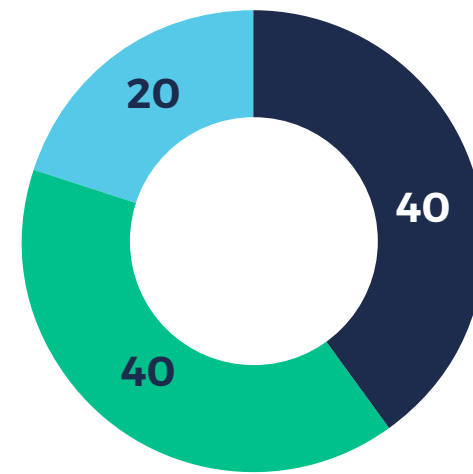
OUR GLOBAL TARGETS

In setting our global targets, we aim to improve representation, particularly in leadership, across various dimensions of diversity.

It is encouraging to see that, in a number of areas, we have maintained and built upon the progress we have already made. We will continue to review our efforts and work towards ensuring lasting change.

Gender balance: new partners

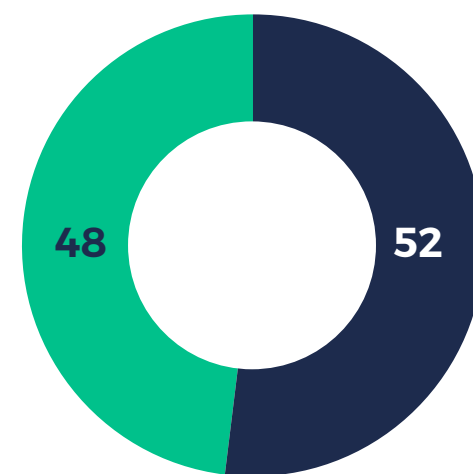
Target for 2026 (%)



■ Men ■ Women ■ Men/women/non-binary

We have set a global target that, by 2026, our new partners (internal promotions and lateral hires) will be at least 40% women and 40% men (with the remaining 20% men, women or non-binary).

Total – March 2021-March 2023 (%)

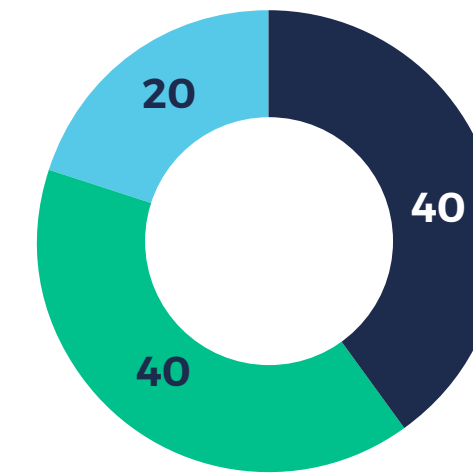


■ Men ■ Women

To date, we have made strong progress and are on track to meet our goal, which represents a significant step forward from our historic annual average of 27% new women partners between 2016 and 2020.

Gender balance: firm leadership*

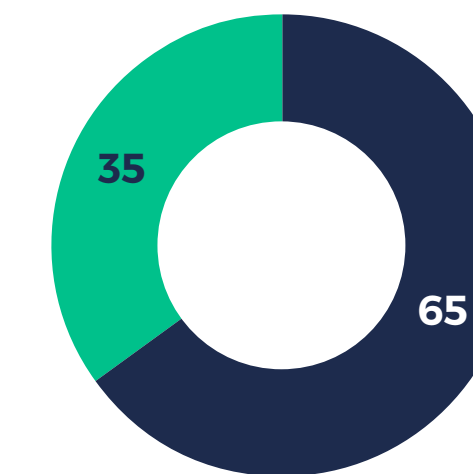
Target by end 2023 (%)



■ Men ■ Women ■ Men/women/non-binary

Our goal is for our firmwide leaders to be ethnically diverse, and this group comprise at least 40% women and 40% men (20% men, women and non-binary) by the end of 2023.

Total – March 2021-March 2023 (%)



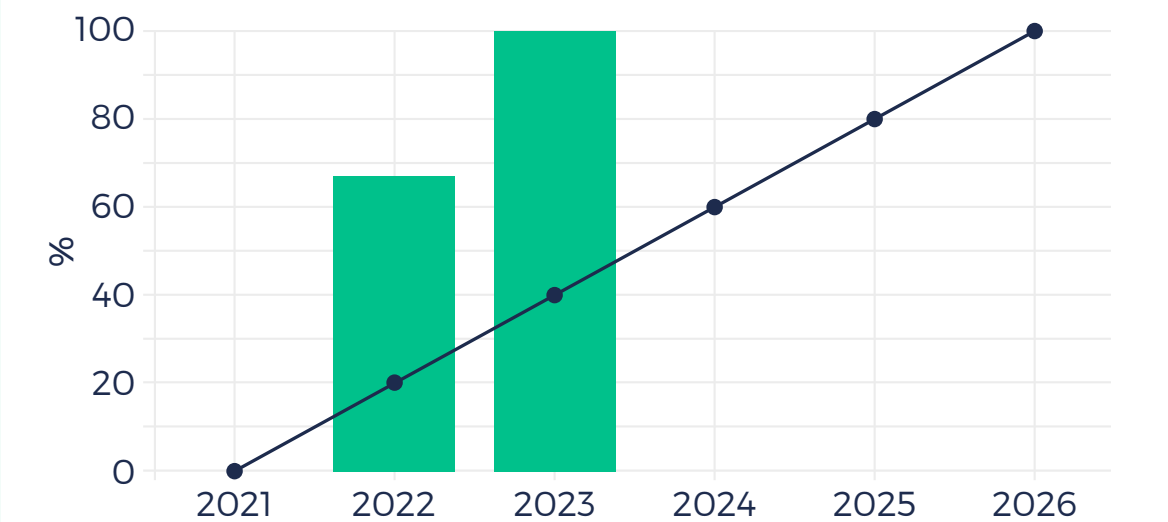
■ Men ■ Women

We have maintained our gender diversity progress but still have work to do towards both goals and this continues to be a focus.

*Board, sub-committees, Executive Committee and Managing Directors

Black associate population*

Target growth vs actual growth (%)

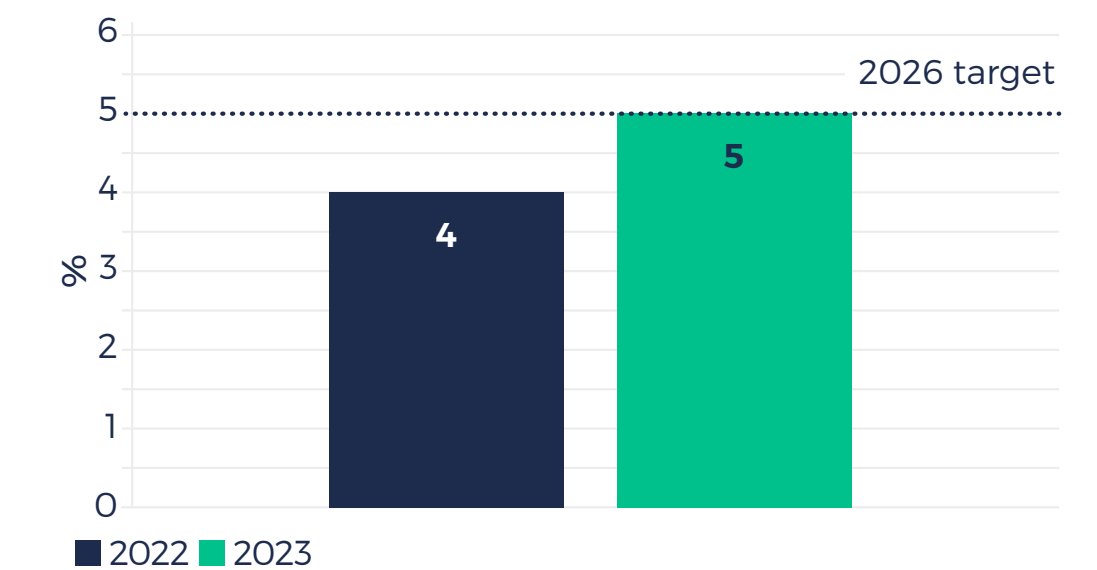


■ Annualised target growth (%) ■ Actual growth (%) *Numbers based on those who self-identify

We aimed to double the number of Black associates at the firm by 2026. We're proud to have achieved this target three years ahead of schedule and are focused on building on this progress with our recruitment and development efforts..

Partners identifying as LGBTQ+

2022-2023 (%)



■ 2022 ■ 2023

We set a target that at least 5% of our global partners identify as LGBTQ+ by 2026. Following our second global voluntary anonymised partner survey we are delighted to have reached our target three years early.

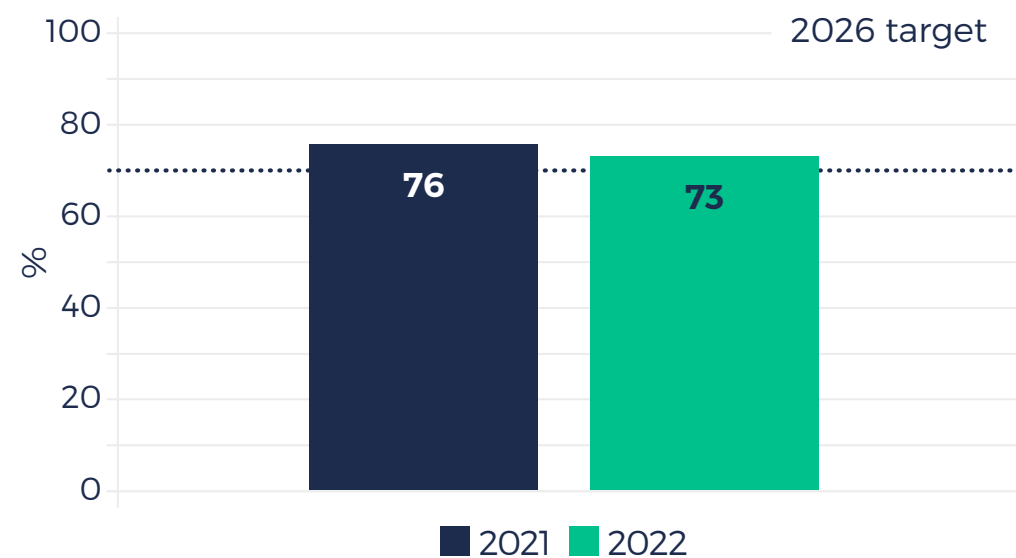
OUR GLOBAL TARGETS

Our US Targets

We have also seen encouraging and sustained progress towards our US targets, though we recognise there is more to do in other areas and are committed to meeting our long-term objectives.

Diversity*: US summer associates

2021 – 2022 (%)

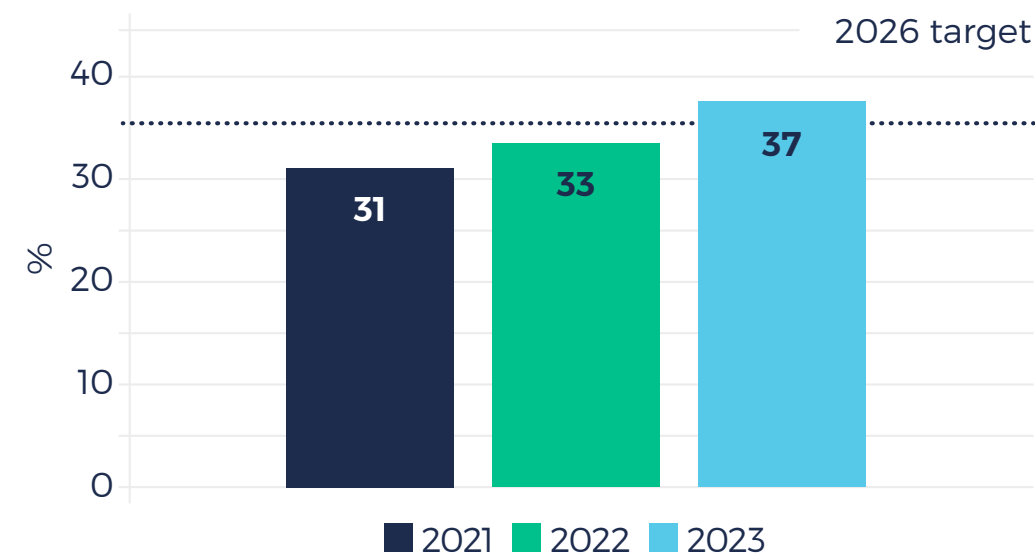


We set a target that by 2023, at least 70% of our summer associate intake in the US will be diverse. For the second year we have outperformed our target. We must maintain and build on this for future years.

*Includes women as well as racially/ethnically diverse, LGBTQ+ and disabled individuals
We monitor representation in and across each of these groups

Diversity and inclusion: US senior associates

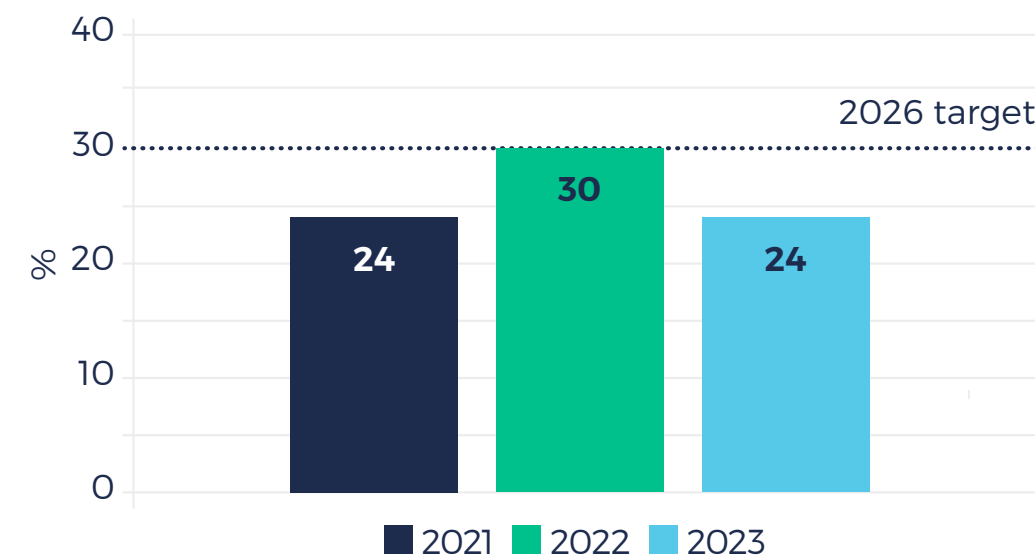
2021 – 2023 (%)



We have met our target to increase the representation of racially and ethnically diverse senior associates in our US practice to 35% by 2026. We have exceeded this target early and now need to review, maintain and build on this.

Diversity and inclusion: US snr. business services

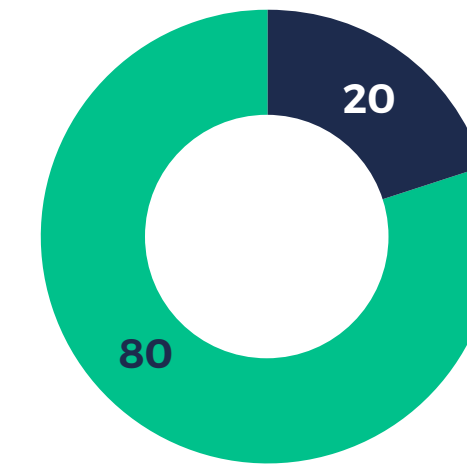
2021 – 2023 (%)



We set a target to increase the racial and ethnic diversity of our US senior business services teams to 30% by 2026. We have seen a regression in our representation percentage this year and are working with leaders across business services on this.

Diversity and inclusion: US new partners

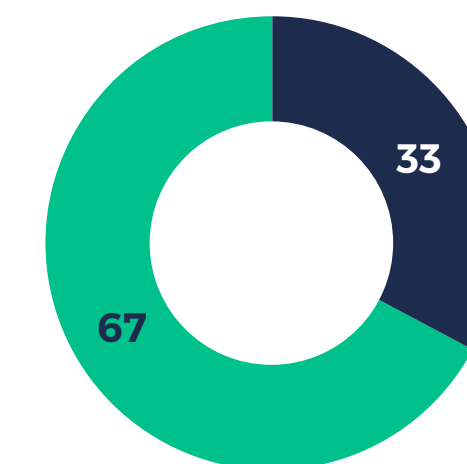
Target by 2026 (%)



■ Racially/ethnically diverse ■ Non-diverse

Our aim is for at least 20% of our new US partners between 2021 and 2026 to identify as racially/ethnically diverse.

Total – March 2021-March 2023 (%)



■ Racially/ethnically diverse ■ Non-diverse

We have exceeded this target thus far and need to continue advancing to ensure we meet our long term goal.

OUR GLOBAL TARGETS

Our UK Targets

Against our UK targets, we continue to see progress and will strive to carry this momentum forward while focusing on those areas where we still have more to do..

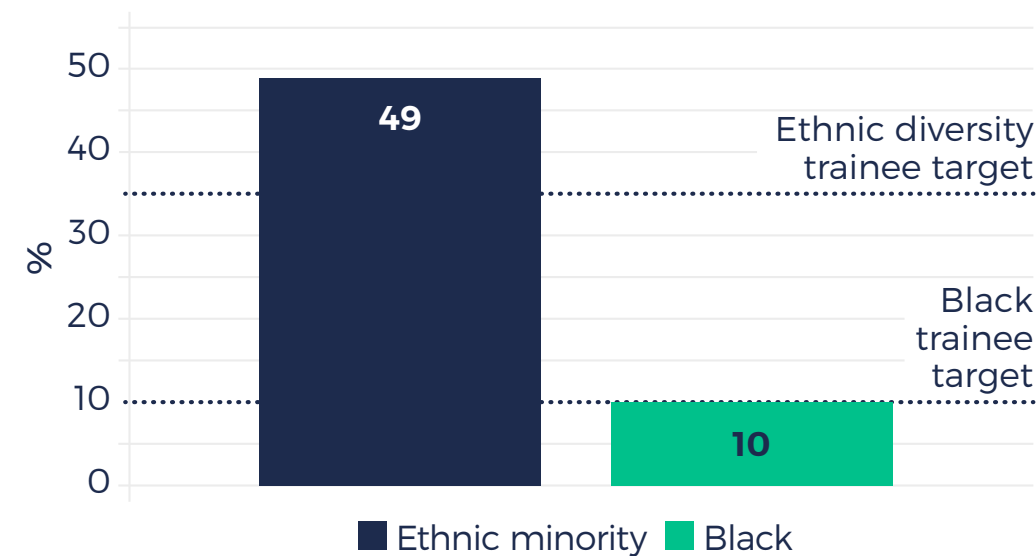
In 2021 we committed to working to eliminate any retention gap between colleagues in different racial and ethnic groups across our UK legal and business services teams, including proportionate representation in offers to newly qualified (NQ) trainees.

To date, we have met this target for our NQ offers – in fact our offer and retention rates have been proportionate or higher for ethnic minority trainees (based on those who self-identify).

We continue to take action to support the retention of colleagues and have taken part in the Rare Race Fairness Commitment research for 2022 and will review the results to inform our focus going forward.

Diversity and inclusion: UK trainee recruitment

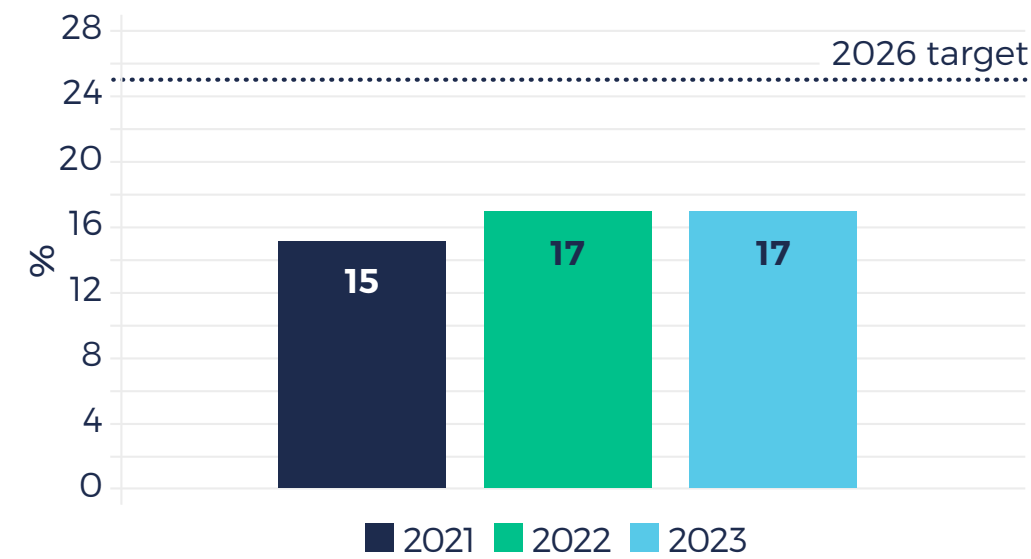
2022 (%)



In the UK we set a target that, from 2021, we would recruit at least 35% racially/ethnically diverse trainees, of whom at least 10% would be Black. Following excellent progress last year, we have once again achieved our goal.

Diversity and inclusion: UK senior associates

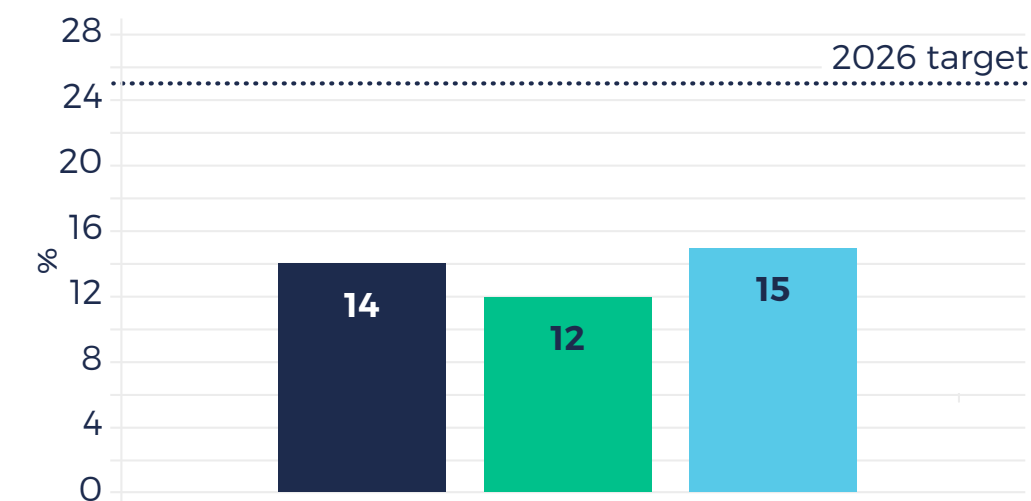
2021 – 2023 (%)



Our goal is to have 25% representation of racially/ethnically diverse senior associates in our UK practice by 2026. We have maintained our percentage representation this year but need to further our progress in the years ahead.

Diversity and inclusion: UK snr. business services

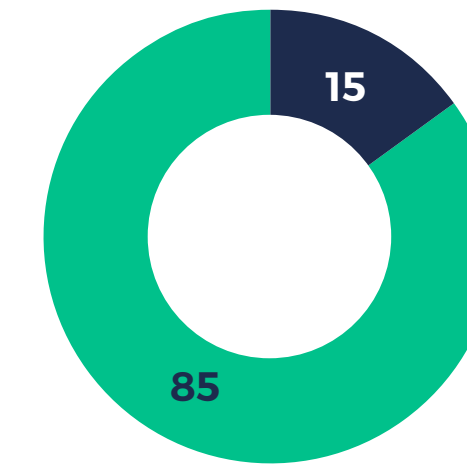
2021 – 2023 (%)



We have a target to increase the representation of racially/ethnically diverse senior business services professionals in the UK to 25% by 2026. We have seen a positive increase in representation this year, but recognise there is still more to be done.

Diversity and inclusion*: UK new partners

Target by 2026 (%)

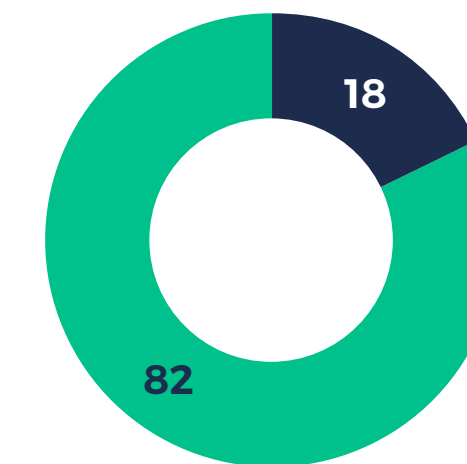


■ Racially/ethnically diverse ■ Non-diverse

Our UK target is for new partners between 2021 and 2026 to include a minimum of 15% who identify as racially/ethnically diverse.

*Based on those who self-identify

Total – March 2021-March 2023 (%)



■ Racially/ethnically diverse ■ Non-diverse

Following good progress in 2022, we are on track to meet our target.

03

Our people and our business

EMPOWERING WOMEN IN TECH

Freshfields is committed to promoting gender diversity and breaking down barriers in the tech industry. Over the past 12 months, we have run a range of initiatives and events aimed at empowering women in the tech space and promoting gender inclusivity.

From our International Women's Day celebrations to our global Female Talent for Tech programme and sponsorship of the UN's DigitALL initiative, we are working to ensure that women's voices are heard and that their perspectives are reflected in the technology that shapes our world.

CASE STUDY

Debiasing AI for a fairer future

Technology is transforming business models around the globe across every sector. Businesses are moving up the technological development curve, either through the creation of their own digital products and services, or via acquisition of already established capabilities.

New innovations are coming to market almost daily and promise to radically change the way we do business and live our lives. Despite the pervasive nature of tech and its real-life impacts, issues surrounding bias and representation demonstrate that critical flaws remain.

On International Women's Day, we convened an expert panel event, [Machine relearning: How to debias the tech we live with](#), discussing how the technology we use can be debiased to help advance gender parity and drive better outcomes for society. The event featured various experts who highlighted the importance of diversity in data and the workforce to prevent biased outcomes.

Dorothy Chou, Head of Public Policy at DeepMind, stressed the importance of modelling AI on true human intelligence, rather than the intelligence of a select few privileged individuals. She argued that data gaps exist in various areas, which can result in biased outcomes and affect historically excluded populations. Therefore, she emphasised the need for diverse representation in the teams building and monitoring AI systems.



Martina King, CEO of Featurespace, highlighted the importance of ensuring women can reach leadership positions in tech companies to help ensure that the products are debiased across all markets.

The speakers acknowledged that the industry is evolving quickly, making change hard to measure. Therefore, leaders in organisations that prioritise human-centric outcomes and minimise harm are critical to shaping upstream decision making. Bringing a diversity of thinkers into leadership roles was emphasised as the best way to debias the technology that increasingly shapes our lives.

Watch our expert panel event: [Machine relearning: How to debias the tech we live with](#) ↗

EMPOWERING WOMEN IN TECH

CASE STUDY

Breaking barriers in the MedTech space

Through our global Female Talent for Tech initiative, we are actively working to help remove any barriers that young female talent may experience. We want to inspire women to work in business areas related to technology and play an active role in the digital transformation of our society.

In order to capture the breadth of tech, we dedicated each event to a specific topic or client. One current key growth area is MedTech. The combination of technological innovation and disruption of traditional models of care has expedited the integration of MedTech – digital health, wearables, AI-driven offerings, diagnostics, telemedicine, and other health IT solutions – in healthcare.



In summer 2022, we hosted an event focusing on the importance of female representation in this rapidly growing industry. Freshfields Partner [Theresa Ehlen](#), notes that ‘despite making up a significant portion of the healthcare workforce, and patient population, women are underrepresented in MedTech leadership roles, where decisions are made about the development, design, and distribution of medical technologies.’ She adds that ‘by having more women in leadership positions in this space, businesses can ensure that the needs and perspectives of women patients are adequately addressed, and that medical technologies are developed with consideration for the diverse needs of all patients.’

[Vinita Kailasanath](#), Partner and leader of the firm’s MedTech practice echoed this sentiment, saying ‘Women bring unique perspectives, skills, and experiences that can lead to better outcomes for patients, more innovative solutions, and a more sustainable, successful and inclusive industry overall. We’re starting to see an acceleration of companies thinking about ESG and truly prioritising health equity, including by bringing more women and other underrepresented people into their considerations – when this happens we start to see real change.’

In conjunction with this event and the firm’s MedTech practice, we produced several of our MedTech podcasts on the growing women’s health industry and inclusivity trends in MedTech, including discussions with Gloria Seibert – Founder and CEO of Temedica, Marissa Fayer – CEO and Founder of HERhealthEQ and Jhaymee Tynan, Principal, Healthcare Services at Korn Ferry.



International Women’s Day encourages all of us to challenge gender stereotypes, promote allyship and celebrate the achievements of all those who identify as women. In 2023 we supported the United Nation’s theme of ‘DigitALL: Innovation and technology for gender equality,’ which celebrates the women and girls who are championing the advancement of transformative technology and digital education.

Exploring this theme, we showcased our talented women who are leading the way in data and tech.



Having more women in MedTech leadership positions really is crucial to helping break down barriers to gender equality in the industry, providing role models and opportunities for future generations of women to succeed.

Vinita Kailasanath
Partner



EMPOWERING WOMEN IN TECH

For International Women's Day, we heard from our talented women across the firm who are leading the way in data and tech.

“

I've had the great fortune of being mentored and trained by excellent female partners in the privacy space. There's much more progress to be made, and as a female Asian attorney, there are more barriers to break.

Christine Chong
Associate



“

I have encountered challenging situations where you are treated differently because you are a woman, like when someone starts mansplaining – however, I decided very early on in my career to not be bothered by it and to stay authentic and true to myself.

Theresa Ehlen
Partner



“

Several of the bigger tech companies have had women CEOs in Spain, and this has been the case for some years. Having them as role models is incredibly helpful in changing perceptions.

Raquel Flórez
Partner



“

Be willing to be nimble – tech moves fast!

Claire Harrop
Senior Associate



“

The more diverse a workplace or sector becomes – not only in the tech space – the more role models are out there and the more welcoming a workplace becomes to the next generation.

Katharina Kubik
Partner



“

By highlighting and celebrating the achievements of women, we are creating visible role models.

Lauren Moorin
Senior Associate



“

When I was younger, I was hesitant to advocate for more opportunities for women. However, throughout my career as a diplomat and then as a corporate lawyer, I have seen so many women giving up their careers. IWD is a day when we can pause and think about how we address these challenges and make a change.

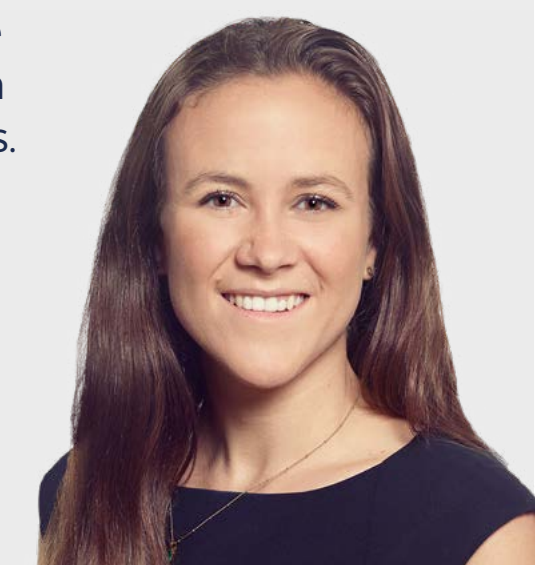
Kaori Yamada
Partner



“

I feel extremely lucky in my career so far to have had strong women mentors within our technology practice at Freshfields, as well as the opportunity to work with diverse client legal teams.

Megan Yeates
Associate



SPOTLIGHT ON DISABILITY AND NEURODIVERSITY

Disability and neurodiversity are key areas of focus for Freshfields, and they are gaining momentum both within the firm and externally. We have taken a number of steps to increase awareness, build an inclusive culture and make a positive impact for our disabled colleagues and the broader community in recent years.

From our partnership with the [Business Disability Forum](#), involvement in the [Valuable 500](#), to pro bono work, employee network led activity and training and review of processes, we are working with others to ensure this important priority gets the focus it needs. While there is still much more work to do, here we shine a spotlight on a few of the activities we have been involved in thus far.

CASE STUDY

Understanding workplace adjustments

We want to better understand our colleagues' experiences and learning about adjustments that can be made to help everyone thrive is key to achieving this. Freshfields is a global partner with the [Business Disability Forum \(BDF\)](#) and, in 2022, we commissioned them to undertake an end-to-end review of our workplace adjustments process in the UK.



The process included working with a key stakeholder group (including colleagues from HR, health and safety, IT, our disability-focused employee network Enabled, and others) to understand current processes and highlight areas for improvement.

After a stakeholder workshop to gain insight on current practice (featuring a number of one-to-one interviews) and to review existing disability guidance, our initial findings were tested. A survey was sent to all UK colleagues to inform BDF's review, and we had more than 450 anonymous responses. Along with stakeholder group feedback, it informed BDF's recommendations.



'It was great to see the commitment and collaboration of the multiple teams involved with the review,' says Verity Smith, Diversity and Inclusion Advisor at Freshfields. 'The insights gained from the review provide a solid foundation for us to make targeted interventions that help us become a more disability-friendly organisation.'

BDF's comprehensive report made recommendations across six key areas: organisational commitment and culture, disability know-how and awareness, workplace adjustments, recruitment and retention, IT, and premises.

We are already making progress on several fronts including refreshing our adjustment policies and processes, reviewing our training provision, and ensuring our recruitment processes and assessments are fit for purpose.

We have also acted on BDF's advice to promote trust, encourage open discussion, and raise disability awareness, especially for neurodivergent and other non-visible conditions. As recommended, we have been developing 'a regular drumbeat of disability-related communication' using multiple platforms.

SPOTLIGHT ON DISABILITY AND NEURODIVERSITY

CASE STUDY

Neurodiversity awareness

The Enabled UK Neurodiversity Working Group was established in late 2022 by Laura Minnock (HR Manager, Co-Chair of the Enabled Network and Chair of the working group) and [Reena Parmar](#) (Counsel, previous Co-chair of the Enabled Network and Chair of the Law Society of England & Wales Disabled Solicitors Network). Its aim is to raise awareness, promote greater neuro-inclusivity and help nurture a sense of community in which neurodivergent colleagues are empowered to thrive.

The working group recently hosted a panel discussion on the theme of Supporting Neurodivergent Colleagues to Thrive. The panel spoke about their lived experience of having a neurodivergent condition, and the key strengths of and common obstacles faced by neurodivergent colleagues. The panel also provided insightful tips for both neurodivergent colleagues, as well as guidance for line managers, colleagues and leaders to reflect on their own potential unconscious bias in this space and be more neuro-inclusive.

One memorable tip put forward in the panel discussion was around showing vulnerable leadership, which Laura explains is about 'leaders coming forward and being open with their own lived experiences, whether in relation to neurodiversity or anything else where they've had to overcome a level of adversity or faced variable obstacles in their working career.' Laura noted that 'although it can be daunting, there is something really comforting seeing leaders being open and breaking down the illusion of perfection, to promote a more psychologically safe working environment and normalise difference. We've already seen some fantastic examples of this within Freshfields and I'm looking forward to seeing what further progress we make.'

Alongside awareness raising initiatives, the working group are seeking to improve ways of working and engaging with the wider firm, as well as providing informal support and guidance for both neurodivergent colleagues, whether diagnosed or self-identified, and parents or carers of neurodivergent family members. The working group members also provide ad hoc support to other areas of the firm such as graduate recruitment in respect of prospective colleagues who are neurodivergent.



Members of the working group have done great work to advocate for neurodivergent individuals both inside and outside the firm. For example, James Smither, Head of Risk Management, helped to set up the Legal Neurodiversity Network, which aims to raise awareness of neurodiversity within the legal industry and push practices that ensure the industry is more neuro-inclusive.

James was also invited to Downing Street to attend the official launch of National Supported Internships Day, which aims to transform the lives of young people with a learning disability and those who are autistic. James says: 'I am convinced that the legal services sector has a role to play in this equation. Alongside other work currently on-going to improve our recruitment and retention practices and fully address workplace adjustments, we want to ensure that our culture enables all people with hidden disabilities already working in the law at every level and in every type of role to feel comfortable being open and authentically themselves.'

SPOTLIGHT ON DISABILITY AND NEURODIVERSITY

CASE STUDY

Breaking down barriers

In 2022, we joined Generation Valuable, the Valuable 500's unique mentoring programme, designed to accelerate opportunities for people with disabilities. Launched in mid-2022, Generation Valuable matches each disabled mentee with a C-Suite level mentor in their organisation. As a programme, it fosters new perspectives, deepens understanding, cultivates growth and addresses the challenges that talented disabled people face once they reach middle management.



Kristina Adey-Davies, Freshfields' Head of Wellbeing and Inclusion, was matched with Piers Prichard Jones, corporate partner in Freshfields global transactions group in London, and Chair of the firm's Board.

'I feel the professional relationship my mentor and I have developed is the most important element and will go beyond the formal mentoring programme, helping to increase my visibility whilst raising the profile of disability inclusion at the firm,' says Kristina.

Piers also found the programme useful. 'It's been great to have authentic and meaningful conversations about the challenges around disability, offering me a new perspective on the unique additional challenges some colleagues can face. It's been a knowledge-sharing opportunity: we've been learning from one another. I found Generation Valuable's aims on expanding disability innovation to enhance current business objectives interesting.'

As well as looking at our existing colleagues, we have also been investigating how we hire people at all levels. Our annual disability 'insights day', co-produced by our Graduate Recruitment team and our Enabled network, is an example of our targeted efforts in this regard. It gives prospective training contract applicants an insight into how Freshfields' values influence the firm's culture, as well as insights and tips on the recruitment and application process.

Representatives from the Enabled Network have joined panels at university events to encourage applications from disabled and neurodivergent students (and those with other diverse characteristics).



This type of mentoring relationship can help you develop your leadership skills, gain different perspectives, and better navigate the different career paths open to you. More importantly you have the opportunity to develop relationships at board level and with a champion to help you further both firm-wide inclusion and career goals.

Kristina Adey-Davies
Head of Wellbeing
and Inclusion



SPOTLIGHT ON DISABILITY AND NEURODIVERSITY

Creating a safe space to discuss disability

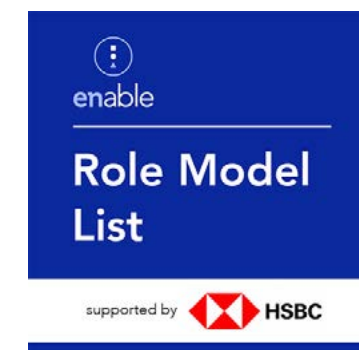
[Reena Parmar](#) is a Counsel within the Global transactions practice, specialising in debt capital market transactions. She is also the former co-Chair of the Enabled Network and was recently appointed as Chair of the Law Society's [Disabled Solicitors Network \(DSN\)](#), which promotes equal opportunities for disabled people within the legal profession. Reena was listed in the [Enable Role Model List 2023](#) for leadership in advancing disability and neurodiversity inclusion.

Reena has been vocal about sharing her experience as a disabled lawyer and explaining why intersectional role models are so important (including in her [Law Society profile](#)). She has openly shared the story of her personal journey with non-visible disabilities, mirroring the firm's efforts to encourage open dialogue around disability and neurodivergence.

'I first shared my disability story at an International Day of Persons with Disabilities celebration event at Freshfields in 2020, because it dawned on me that we as an organisation could not become disability inclusive unless people were willing to start an open dialogue about disability at work,' Reena says.

As Reena told [Law.com](#), disability is often overlooked in the legal profession, not least because employees can be reluctant to share disability information, often because of concerns about perceptions of their ability or not being able to progress in the same way as non-disabled colleagues.

'I was nervous about sharing my story but was genuinely blown away by the impact that my story had.' Reena says, adding, 'So many people expressed an interest and offered their support. That moment was transformative for me as a professional. I feel liberated in that I now have the confidence to be honest and open with colleagues about my challenges, and that has in turn encouraged others to be open about their own challenges.'



Sometimes we need other people to come forward and share their story to feel confident about sharing our own experience of disability: we need to be the change that we want to see, to show others the art of the possible. This is one of the reasons why I decided to share my story – my disability story as well as that of my other intersectional identities relating to gender, race and ethnicity and social mobility – to show the next generation of lawyers that it is possible to thrive, succeed and progress as an openly disabled lawyer with multiple intersecting identities.

Reena Parmar
Counsel



SPOTLIGHT ON DISABILITY AND NEURODIVERSITY

Delivering pro bono work on disability

Our pro bono work aims to have the greatest possible impact through addressing systemic injustices, including disability-related issues.

A team of Partners and Associates in Hamburg and Düsseldorf has been providing pro bono advice to the [Special Olympics World Games Berlin 2023](#).

It is the world's largest inclusive sports event for people with intellectual disabilities, with more than 7,000 athletes in 174 countries, and is officially recognised by the International Olympic Committee (IOC).



Freshfields has advised on a wide range of contractual matters, including negotiating and drafting commercial agreements with German and multinational companies, and on intellectual property issues such as trademarks and media licensing.

Since 2020, lawyers from Freshfields' London office have worked with the [anti-poverty charity Z2K](#) to help individuals challenge official refusals of disability benefits entitlements, with a high rate of success.

After training, Freshfields volunteers prepare appeals, tackling the paperwork, drafting and filing submissions, and representing clients at oral hearings. Over 70 of our partners, counsel and associates are now involved in the project, which is overseen by Freshfields IP partner [Christopher Stothers](#).

We have recorded over 3,000 hours to the project and obtained over 40 successful outcomes to date. Our involvement, alongside other City law firms, enabled Z2K to support 217 tribunal cases in 2021 of which 179 received decisions, with an 87 per cent success rate.

'Nearly half of all people in poverty in the UK are either disabled themselves or live with someone who is disabled. Unfortunately, too many are wrongly denied the health and disability benefits they are entitled to,' says Liam Casey, Tribunals Manager at Z2K. 'With the support of pro bono partnerships, we can help many more disabled people access justice and secure vital income to help them meet their needs. A huge thank you to Freshfields for their continued support.'



The Special Olympics is an amazing opportunity for everyone involved to recognise both individual and team strengths and achievements, have fun together, make and maintain friendships and discover talents and abilities in the process.

Patrick Cichy
Partner



SPOTLIGHT ON DISABILITY AND NEURODIVERSITY

Disability Smart Awards 2023

We were delighted to host the Disability Smart Awards this year to support [Business Disability Forum](#) in honouring some of the fantastic work being done in this space by both organisations and individuals.



Driving structural change

We have also been driving change outside of the firm in the past year.

Freshfields is part of a consortium of law firms and clients working together through [General Counsel for Diversity & Inclusion \(GCD&I\)](#) to move the dial on diversity, equity and inclusion.

Led by General Counsel, GCD&I invite law firms to partner with the initiative, and Freshfields was one of the first Lead Partner firms. 'Communities' are structured by D&I strand, alongside targeted working groups, and Freshfields is proud to be one of the Leads for the Disability Community.

'There's power in numbers and it's great to be working with some of the world's largest organisations to help change the legal industry for the better,' says Rachel Brooks, Global Diversity & Inclusion Engagement Manager at Freshfields, who helps manage the Disability Community for GCD&I. 'This is a unique initiative, bringing together both in-house legal teams and their external advisers, as well as recruitment firms, who have most recently joined.'

Reporting on the disability pay gap

For the last three years we have published our disability pay gap data in our UK pay gap report.

While this is not currently a requirement or common practice, we believe that transparently sharing data promotes discussion, drives action and reinforces the importance of focusing on multiple dimensions of diversity in reporting. Our latest data reveals that the mean pay gap for disability has decreased significantly and the median gap is 0 per cent, which is encouraging.

LOCAL ACTIONS TO SUPPORT GLOBAL GOALS

Our inclusion goals and ambitions to ensure access to the profession for all are global; local action driven by colleagues in multiple countries on a diverse array of tailored initiatives is helping us achieve our aims.

As we seek to break down barriers to our profession across intersectional dimensions of diversity, our colleagues across the world have been collaborating with others to ensure that talented individuals who want to pursue a career in the legal sector can do so. Below are just some examples of our programmes that are making an impact across the world.

CASE STUDY

Hong Kong work experience programme

This intensive and bespoke programme gives minority students access to Freshfields and helps our colleagues to better understand the challenges faced by individuals in the communities we work within.

In Hong Kong, our partners [The Zubin Foundation](#), [CareER](#), the Children's Development Initiative Alliance and [Queer Straight Alliance](#) have helped find in-person work experience placements for first or second-year law students from a diversity of backgrounds, including individuals from less economically privileged backgrounds, those who identify as an ethnic minority, are neurodiverse or who identify as LGBTQ+.



'The learnings are two-way,' says [Amy Tye](#), Senior Manager for Diversity and Responsible Business. 'Students ready to share their lived experiences provide insight into the experiences of less privileged people from ethnic

minorities in our predominately Chinese community. Finding employment at organisations like Freshfields can be difficult because they are not native Cantonese or Mandarin speakers. Women can also be discouraged from undertaking higher education. Insights into these individuals' experiences can help leaders shape policies.'



Feedback from the students has been very positive. Like other students, Pergrin Hui contributed to the firm's active mandates, including a pro bono project to improve animal welfare. 'I was quite pleasantly shocked at the international scale of Freshfields' pro bono project. I could sense its far-reaching impact when I knew that the project has compelled the American Bar Association House of Delegates to pass a resolution to urge all nations to negotiate an international convention for the protection of animals,' she says. 'I learnt to be meticulous about the formatting and styling of the documents I produced, from the naming of the document to the use of Freshfields templates.'

Pergrin has also been accepted to join the firm's 2023 summer vacation scheme, potentially giving an alternative route for diverse students to join Freshfields.



The learnings are two-way. Students ready to share their lived experiences provide insight into the experiences of less privileged people from ethnic minorities in our predominately Chinese community. Finding employment at organisations like Freshfields can be difficult because they are not native Cantonese or Mandarin speakers. Women can also be discouraged from undertaking higher education. Insights into these individuals' experiences can help leaders shape policies

Amy Tye

Senior Manager
for Diversity and
Responsible
Business



LOCAL ACTIONS TO SUPPORT GLOBAL GOALS

Legal Outreach

Since 2007, we have been providing summer internships in the US through Legal Outreach, a non-profit organisation, preparing urban youth from under-served communities in New York City to be admitted to college.

Legal Outreach is an intensive internship, which uses legal and educational programmes as tools to foster students' vision, develop skills, enhance their confidence and facilitate higher education. Students also have the chance to informally network with Freshfields leaders over a meal and go to a Broadway show. Over 50 colleagues in the New York office participate in some capacity so the programme is also a great community building exercise among our own people.

Again, students found the experience transformative. 'From the beginning, when I saw Freshfields' office building, I got really excited,' said one 2022 student.

'I'm really proud of what we continue to achieve with this programme,' says Freshfields Partner Tim Wilkins, a sponsor of the initiative. 'The impact on students' lives is clear: many of them express a desire to pursue a career in law, and all of the Freshfields' Legal Outreach student interns have gone on to four-year colleges. It's critical that we play a leadership role in creating greater access and racial justice in our profession. This programme helps our interns see professional careers as achievable, as well as being an amazing experience they remember for years to come.'

Aspiring professionals programme

We support talented young people from social mobility 'cold spot' areas in the UK, giving them the skills needed to reach their full potential.

In partnership with the Social Mobility Foundation, in 2021 we launched a three-year development programme to raise aspirations, establish professional networks and build confidence in a professional setting. Aspiring Professionals includes a dedicated Freshfields mentor, an interactive career insight week and skills sessions with Freshfields' clients.



We measure the outcomes through several different methods, including data tracking, student surveys, qualitative student feedback, student observation and mentor feedback. We know that 87 per cent of the 2021 cohort are at university; 60 per cent of those at university are at a Russell Group University and 8 per cent are at Oxbridge; 3 per cent are completing degree apprenticeships; and 10 per cent are currently resitting exams, in employment or on a gap year.

The first two cohorts of students have provided fantastic feedback. 'What I love most about this programme is that it allows me to help these students to unlock their potential and make them realise that they can actually fit into this world, that they can have a seat at the table, and that they have potential within themselves that they don't realise,' says Zilan Sahan, a Freshfields Responsible Business intern and previous student of the programme. 'I can understand how important this programme can be to young students to achieve their goals and see new perspectives.'

As with other programmes, Freshfields mentors like Freshfields Trainee Aaron Kotecha found it to be 'a two-way street' and very rewarding: 'On a personal level, it's great to sit down with someone who may come from a completely different walk of life to my own – someone who just has so much drive, ambition and willingness to learn.'



APP mentors also help beyond the confines of the programme, as Taesia, an Aspiring Professionals student, says: 'I'm really grateful to have the opportunity to have a Freshfields mentor. She really was a great help in applying for different things like university, as well as helping me prepare for interviews.'



Bobby, a 2022 intern, says: 'In the future I see myself working here, hopefully! I see myself in commercial law, probably because of this experience, but especially at Freshfields. It's amazing here.'

Sally Marchant, Freshfields Community Impact Executive and APP's Law Work Shadowing Coordinator, hopes APP could also be an alternative route into Freshfields. 'There are definitely students that I could see being not just trainees but partners here.'

LOCAL ACTIONS TO SUPPORT GLOBAL GOALS

Stephen Lawrence Scholarship Scheme

The Freshfields Stephen Lawrence Scholarship Scheme aims to address the disproportionate under-representation in large commercial law firms and other City institutions of Black men from less socially mobile backgrounds.

The [Scheme](#) has awarded 110 Scholarships over the past ten years, with the 2023 cohort about to be selected. So far 23 scholars have gained training contracts at Freshfields, although the impact of the Stephen Lawrence Scholarships go beyond Freshfields. Through working with others including the Bank of England, Aon, Chevron, EBRD, JPMorgan and AstraZeneca, scholars are provided with perspectives into a number of aspirational careers in leading organisations.



'I'm now a future trainee at Freshfields and I think by virtue of the scholarship I picked up so many things,' says Michael Byarugaba, a recent scholar. 'I learnt how to interview well, I learnt what it really meant to be a lawyer and I think now being in a position where I'm going to train at Freshfields and be a solicitor is probably a life-changing thing.'



'The credit is all the scholars,' says Freshfields Partner [Annette Byron](#), a founder of the scheme and sponsor for social mobility activities at the firm. 'They are getting the roles they want and, in doing so, are creating role models for the generations coming behind. Scholars are getting training contracts here at Freshfields, but they are also joining investment banks, insurers and other law firms. A high proportion go on to do a Master's degree.'

But it's not only scholars who benefit from the scheme. Even candidates who are ultimately not selected for a scholarship find the process beneficial, with CV workshops, virtual work experience, coaching and feedback. Scholars and candidates alike highlight the strong relationships they build, both with Freshfields people and with each other.

'I've learned the value of networking and how important it is,' says Theo Duah, another recent scholar. 'An example is when I applied for a grad scheme, which previously I'd had work experience with. One of the employees I stayed in touch with gave me some very useful tips and, luckily, I was able to get an offer.'

Reflecting on the 10th anniversary of the scheme, Annette offers another compelling example: 'Colin Colas, one of our 2013 candidates, who was not a scholar, is a senior policy advisor in the UK National Security Secretariat – the unit responsible for advising the Prime Minister and National Security Council on national security and foreign policy,' she says. 'He's a great example of how relationships built through the scheme can function like the networks people from more privileged backgrounds can take for granted. While he was in Shanghai we put him in touch with Freshfields Partner [Ninette Dodoo](#) who advised Colin on how to make the most of an international-facing career, after which Colin went on to take up an exciting diplomatic role at the British Embassy in Bangkok. Alumni also want to "pay it forward" and we are finding that the friendships they forge on the programme are beneficial for years afterwards.'

Freshfields also benefits from the programme, Annette explains: 'With more than 400 colleagues at Freshfields alone committing time to the scheme last year, it continues to contribute to organisational cultural change, making us consider how we think about difference of all kinds.'



With more than 400 colleagues at Freshfields alone committing time to the scheme last year, it continues to contribute to organisational cultural change, making us consider how we think about difference of all kinds.

Annette Byron
Partner



LOCAL ACTIONS TO SUPPORT GLOBAL GOALS

Vision Scholarship

In our Vienna office, our scholarship for law students is also promoting diversity in the legal industry.

We partner with the [Springboard Association](#), drawing upon their experience in supporting and encouraging young people from less socially and economically privileged backgrounds to excel. Our collaboration will go into its third consecutive year starting in October 2023.

The one-year Vision Scholarship is aimed at committed students with an international background who have successfully completed the second phase of their law studies or their bachelor's degree in business law at the Vienna University of Economics and Business. Students benefit from a network (both locally and internationally), a mentoring programme, dedicated training and financial support. Students are supervised by Freshfields lawyers and gain exciting insights into an international law firm in which all dimensions of diversity are lived.

Freshfields Partner [Katharina Kubik](#) was involved in the programme from the start: 'The success of the programme comes from collaboration,' she says. 'A number of Freshfields colleagues are involved, including a number of Freshfields partners and, of course, Springboard. The students are a joy to interact with, making for insightful and interesting discussions. For the first group of scholars, we held the formal presentation of graduation certificates at the office of the vice-mayor of Vienna, which was an amazing experience for the students. This year, we connected students with Freshfields' offices beyond Vienna. We have further plans, and there's much more to come so stay tuned!'

Deutschlandstipendium

Our Frankfurt and Munich offices are participants in the Deutschlandstipendium, which, like Vision Scholars, also provides financial and non-material support to high-achieving and committed students from all over the world.

[The initiative](#) is modelled on the principle of public-private partnerships, with Freshfields sponsoring talented and high-performing law students at state and state-recognised universities in Germany with financial support, which is matched by the German Federal Government.

But Deutschlandstipendium provides more than money: Freshfields also supports Deutschlandstipendium holders through networking events, internships and mentoring. We work with Goethe University in Frankfurt am Main law department to connect with diverse students in their second or third year who are keen to become lawyers, focusing on ethnic and social mobility.

Freshfields Partner [Martin Mekat](#) coordinates the firm's involvement in the Deutschlandstipendium and says the difference in students is clear. 'Students get to know their mentors well, going to lunch with them, as well as getting commercial and operational insights. In the year they are with us we can see them become more confident; the prospect of working in an institution like Freshfields becomes more concrete and tangible.'

A substantial proportion of Deutschlandstipendium students join Freshfields for internships after the programme and in due course we anticipate some will join the firm as lawyers.

Again, the programme is also helping to change Freshfields' culture. 'Deutschlandstipendium gives a whole other layer of purpose to our work, ensuring we as a firm and our society as a whole is becoming more inclusive.'

says Martin. 'Of course, we have never had closed doors to people of diverse backgrounds, but actively searching for diverse talent to join us brings engagement to a new level.'

The Bridges Network

The Bridges Network was set up in 2021 in Amsterdam by lawyers in peer firms to help ethnically diverse students access careers in corporate law.

'We saw that many diverse students don't have access to information to know what is required to get into corporate law, what to look for in a firm and that they perceive the thresholds to come into contact with big law firms as very high,' says Freshfields Partner [Bob van Kasteren](#).

Bridges Network is a relatively informal initiative, matching curious students with corporate lawyers, who can answer their questions and offer advice, often in a call or over a coffee.

The Bridges Network also gives presentations and has organised events, including a job interview workshop with 30 lawyers and 70 students, and a panel discussion. Freshfields Partner [Saloua Ouchan](#) was one of the three lawyers on the panel and has provided support to several students through the Network.

'We're giving support so these students feel that a career in corporate law is possible and offering them practical tips on how to achieve it,' says Saloua. 'What strikes me most is that people are asking me if "Big Law" is somewhere people from ethnically diverse backgrounds can feel comfortable. The main question I hear is "how did you get there?" There is so much to achieve just by listening, sharing personal experiences and opening up our network!'



The main question I hear is "how did you get there?" There is so much to achieve just by listening, sharing personal experiences and opening up our network!

Saloua Ouchan
Partner



PROUDLY DIVERSE

LGBTQ+ inclusion sits firmly within the heart of our global D&I strategy. We continue to prioritise building a welcoming, positive and supportive environment so that everyone is comfortable bringing their authentic self to work.

CASE STUDY

Pride for all

As a moment in the year that is meant to celebrate progress, Pride also shines a spotlight on the amount of work that still needs to be done and the opportunity we all have to be allies in driving meaningful and sustainable progress.

With accusations of ‘pink-washing,’ an influx of anti-LGBTQ+ legislation globally, and intersectional identities often forgotten, how can we celebrate Pride in a truly inclusive way? What more can be done to make sure intersectional identities feel safe, represented and heard?



During our 2022 event Pride: a celebration for all?, activist, artist and filmmaker Beverley Palesa Ditsie, and Executive Director and Co-founder of UK Black Pride, Phyll Opoku-Gyimah shared their valuable insights on what Pride means to different intersectional communities and what true allyship really means.

In celebration of Pride 2022, we also held events in partnership with OutLeadership on the importance of lifting up women, women of colour and LGBTQ+ women and supporting them to build resilience, particularly in the workplace.

We ran a webinar in collaboration with We Create Space, in which panellists shared their personal experiences around intersectional identities and discussed why, for many people, their sexual orientation, gender identity, or gender expression intersects and overlaps with other aspects of their identities.



The importance of identity and of being your authentic self was a key message highlighted during an internal session, ‘Hearing from LGBTQ+ leaders at Freshfields.’ Held for members of Halo and those who identify as LGBTQ+, the event brought together colleagues from across the firm’s global network and provided a safe space and an opportunity to hear from leaders who shared career highlights, challenges and observations from across the legal industry.

PROUDLY DIVERSE

Martin Dickson's Pride story

Of course, our Pride celebrations are just one part of our continuous efforts aimed at building an inclusive, positive and supportive environment where difference is welcomed, and people are comfortable bringing their whole, authentic selves to work. For many in the LGBTQ+ community, embracing and, crucially, expressing one's true identity, particularly in a work setting, can be a challenge.

'The world might end, so we may as well live authentically now!' in an inspiringly honest article for *The Lawyer*, Freshfields Associate [Martin Dickson](#) remarked that the pandemic has often seemed like a watershed moment for the recognition of D&I. In [My Pride Story: Coming out as gay can be the easiest step](#), Martin speaks about the challenges in fully embracing queer identity, what that means to him, and the importance of culture and values in creating safe spaces for queer expression.

Martin speaks about the differences between coming out as gay and expressing their queer identity. The pandemic has created a comfortable space for people to come out and share more of themselves. However, returning to the office does not guarantee the same level of comfort. LGBTQ+ people feel more comfortable sharing the parts of their lives that conform to a heteronormative standard of living, but they may find it challenging to come out and express their queer identity.

For Martin, the importance of [LGBTQ+ inclusivity in the workplace](#) cannot be overstated. As a member of the firm's Global Halo Committee, Martin recognises the importance of the firm's [Belong](#), [Engage](#) and [Excel](#) values, which, along with genuine support from all levels within the firm, has been instrumental in helping people feel like they can express their true identities. Being inclusive means creating a safe space for people to express themselves and live their authentic selves without fear of discrimination. It is not about being tolerant of differences but embracing and celebrating diversity. An inclusive workplace fosters creativity, innovation and allows people to bring their whole selves to work.

The importance of being open and authentic – and having the environment in which that is possible – cannot be overstated. In a feature for [DIVA Magazine](#), Associate [Emily Garland](#) shared her experience for Lesbian Visibility Week. Emily noted that 'visibility has been crucial in giving me the confidence to be open and authentic. That authenticity has been fundamental in allowing me to thrive in my role and to develop professional relationships, which have ultimately led me to where I am in my career today.'



As part of the leadership team for Freshfields' LGBTQ+ network, Halo, I have grown to appreciate its role in encouraging colleagues to take the first step to come 'out', and then providing a safe space for those that are 'out' to share more of themselves.

Martin Dickson
Senior Associate



PROUDLY DIVERSE

Recognition of our people

We are incredibly proud of Senior Partner [Georgia Dawson](#) and Partner [Raquel Flórez](#), who were recognised in the OUTstanding Ally Executives Role Model List 2022.

The list celebrates individuals for being a vocal ally, actively working to create an environment where LGBTQ+ colleagues can comfortably bring their best professional selves to work.

Georgia Dawson, named on the Role Model List for a fifth consecutive year, has continued to advocate for underrepresented groups, ensuring LGBTQ+ inclusion is firmly embedded in Freshfields' D&I strategy.

This includes introducing a global LGBTQ+ target as part of the firms' five-year D&I commitments launched last year.

Raquel Flórez, Freshfields' head of people and reward in Spain and co-head of the Latin American group, has been named on the Role Model List for the first time. Flórez is a member of the D&I Committee in the Madrid office, the firm's LGBTQ+ allyship network Halo Champions and a founding member of REDI – a corporate LGBTQ+ network in Spain.

Dawson said: 'It gives me immense pride to see Freshfields named twice in this year's Role Model List, alongside a group of inspiring individuals who are pushing boundaries and driving change. This recognition reflects the promise of the firm to make D&I a strategic priority.'

Flórez commented: 'It's an honour to be involved in such important D&I initiatives, inside and outside the firm. I do what I do because I think it's the right thing. In today's world it's more and more important to be vocal and visible in our defence of human rights, and it's rewarding to be recognised for that. We have a special responsibility to be role models. As a global firm, we can have an outsized impact with our clients, suppliers and other companies that we work with around the world. We all need to be activists.'



It's an honour to be involved in such important D&I initiatives, inside and outside the firm. I do what I do because I think it's the right thing. In today's world it's more and more important to be vocal and visible in our defence of human rights, and it's rewarding to be recognised for that.

Raquel Flórez
Partner



PROUDLY DIVERSE

Securing important victories for change

We believe everyone should have effective access to their legal rights, and ensure that the focus of Freshfields' pro bono efforts is on promoting access to the rights of marginalised groups and individuals, including women, children, LGBT+ people, trafficking survivors and refugees.

We are currently working on a number of matters focused on the rights of LGBTQ+ people around the world. The public examples below and linked give a flavour of our work in this area.

Freshfields has been working pro bono for nearly a decade on a [landmark human rights case](#) that has found the Jamaican government responsible for violating the rights of LGBTQ+ people in Jamaica. The case was initiated by the Human Dignity Trust (HDT) in support of Gareth Henry and Simone Edwards, who experienced severe violence and discrimination due to their sexual orientation. Since 2011, over 60 Freshfields lawyers and trainees have worked pro bono on the case. The Inter-American Commission on Human Rights (IACHR) made public its report in February 2021, recommending that Jamaica repeal its homophobic laws on the basis that they violate international law, including the American Convention on Human Rights.

This is the first time that the IACHR has found a state in violation of its international human rights obligations by maintaining laws that criminalise the LGBTQ+ community and failing to protect its LGBTQ+ citizens from discrimination. The victory will have wider implications in the Americas, including the 24 other countries in the region that have ratified the Convention and continue to criminalise consensual same-sex intimacy. Téa Braun, Director of HDT, described the report as 'a highly significant step forward that must now accelerate the repeal of these stigmatising and discriminatory laws.' Freshfields' Partner [Andrew Austin](#), who led the work on this case, lauded the landmark findings: 'This is an important decision, which I hope will drive further change in the region.'

Freshfields also secured a significant victory for transgender pension rights in the UK. We successfully helped a client, known only as LW, claim her UK state pension based on her gender. LW had been living as a woman since the 1980s, but the Department for Work and Pensions (DWP) denied her claim for a state pension as she did not have a gender recognition certificate (GRC). Freshfields partner [Christopher Stothers](#) argued LW's case successfully before the First-tier Tribunal in 2015, but the decision was overturned by the Upper Tribunal in 2017. LW's case was then stayed while another transgender pension right case was decided.

Following a protracted legal battle, the Court of Appeal in the UK ruled in LW's favour. The case will have a significant impact on other transgender individuals in similar situations who have not yet obtained GRCs.

For Christopher, LW's case adds to his long run of work on transgender pension disputes. 'I first became involved entirely by chance in 2007. It's one of the few areas of law where the government explicitly treated men and women differently, and so recognition of gender could be tested. I lost that first case, but was convinced the government was wrong. Since then, I've helped several individuals to be recognised as women by the government, and be paid their state pensions. Fascinating areas of law, righting wrongs and helping solve people's problems – it's what any young lawyer dreams of doing.'

Our pro bono work

Read the [article on transgender pensions rights](#) on our website [↗](#)

Read the [article on LGBTQ+ rights](#) on our website [↗](#)



I've helped several individuals to be recognised as women by the government, and be paid their state pensions. Fascinating areas of law, righting wrongs and helping solve people's problems – it's what any young lawyer dreams of doing.

Christopher Stothers
Partner



04

Data and transparency

INSIGHTS ON PROGRESS

At Freshfields, we believe that transparency about our targets and our progress encourages accountability, reinforces our commitment to a more inclusive firm and helps to drive real change.

As we continue to accelerate our efforts in D&I, we're closely monitoring a range of metrics and collecting key data on areas that matter most to our people. Here, we share a snapshot of some of our global achievements.

2023 highlights

100+

women partners, taking us to 28 per cent women in the global partnership

25hrs+

training, sponsorship and coaching per participant on our pilot Future Leaders Programme

4th

cohort of the Reverse Mentoring Programme across 16 offices

100+

D&I training and awareness sessions delivered globally including on micro-aggressions, affirmations and inclusive language

65+

women promoted to partner or counsel after completing the Global Sponsorship Programme

UK pay gap report

includes socio-economic background data for the first time

300+

colleagues trained in our global mental health support team

73%

of colleagues agree or strongly agree that they work in an inclusive environment, according to latest global culture survey

EXPLORE MORE OF OUR D&I INITIATIVES



Black Affinity Network Global Talent Meet

An opportunity for Black professionals to connect, learn and grow

Find out more [click here](#) ↗



Reverse mentoring programme

Diversifying perspectives

Find out more [click here](#) ↗



Mental health first aid

A global approach to mental health

Find out more [click here](#) ↗



Global sponsorship programme

Supporting our female talent

Find out more [click here](#) ↗

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