



GLOBAL DIVERSITY AND INCLUSION POLICY

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AUTHORITY: CEO

Enabling our vision

As articulated in our *Leading for Inclusion* strategy, our vision is to be the leading global law firm for our diverse and inclusive culture. Diversity and inclusion is a key area through which we can create competitive advantage for our business.

Supporting our strategy

Our diversity and inclusion strategy is called *Leading for Inclusion* and supports the business strategy of the firm in the following four areas:

- **Talent** – to attract and retain top talent from diverse talent pools and enable people to perform to their full potential.
- **Clients** – to engage with our clients via our diversity and inclusion programmes and be best placed to serve the needs of a diverse client base.
- **Innovation** – to create greater innovation for our clients and our business through inclusion of different and diverse perspectives.
- **Values** – to enable all our people to connect, collaborate, excel and lead to develop our global inclusive culture.

The business case for diversity and inclusion is compelling. The body of evidence is that diverse teams out perform those that are not. Inclusion is key in order to harness the value of diversity and innovate for our clients, as well as meeting the needs of global clients.

Our approach to diversity and inclusion

We take a global approach to diversity and inclusion as appropriate but are responsive to local markets and act within the prevailing legislative framework. Our vision and strategy is underpinned by the fundamental principle of treating people with respect. The firm is committed to providing a safe workplace free of any form of bullying,

harassment and discrimination as set out in our Global Dignity at Work policy.

Definitions

Diversity refers to characteristics relevant to our identity and important for individual authenticity, including gender and gender identity, ethnicity and race, religion and belief, nationality, sexual orientation, disability, age and social class.

Inclusion refers to an environment which values diversity and enables people to be their authentic self in the workplace. An inclusive workplace is characterised by openness, equality and non-discrimination. Inclusion is the enabler of diversity in that it provides the environment for our people to give their best and reach their full potential. In an inclusive culture, different perspectives are actively encouraged, and people are confident in their ability to progress within the organisation regardless of their particular background or identity. There is a high level of psychological safety within an inclusive organisation.

Diversity and Inclusion is integral to how we attract, retain, develop and engage people and the team relations we have with each other. Inclusive workplaces are crucial for our wellbeing and for minimising risk. Many of our clients expect diversity in their legal teams, and want a team which is able to solve high levels of complexity by virtue of having diverse perspectives.

Inclusive leadership is how we as individuals contribute to creating an inclusive culture through our everyday behaviours. Different perspectives matter and people are encouraged to achieve their full potential and feel part of the Herbert Smith Freehills community.

Scope

This policy applies to all Partners and employees globally, as well as our relationships with clients, suppliers and other partner organisations with which we work. As part of our commitment to inclusive leadership, all Partners and Business Services Leaders are responsible for upholding the principles of this policy. All



employees are required to support and promote the principles of this policy.

Structure and leadership

Strategically, our work is led by the Global Diversity and Inclusion Group (GDIG) chaired by Alison Brown and comprising the two Global Diversity Partners, the Head of Diversity & Inclusion and the Chief Human Resources Officer. The GDIG advises the Global Executive and Global Council on all matters relating to our diversity and inclusion strategy.

At a regional level, the Global Diversity Partners chair the Regional Diversity and Inclusion Groups (West – UK/US and EMEA; and East – Asia-Pacific). These are comprised of senior leaders who are tasked with implementing the Leading for Inclusion strategy in their regions, taking into account local needs.

Within this structure, other people lead our various staff networks and D&I committees. Our staff networks include our global IRIS Network, the GEM (Gender Equity Matters) Network, Multiculturalism Network, Ability Network and our Family Network. Our Networks and D&I committees contribute to the overall development of our programmes, including the wider consultation and engagement of our people.

Key commitments

In order to achieve our vision of being the leading global law firm for our diverse and inclusive culture, we are committed to:

- building closer relationships with clients through our shared commitment to diversity and inclusion
- focussing on the leader behaviours essential for creating an inclusive culture
- empowering our people to recognise that everyone has a part to play in creating an inclusive culture
- enhancing the wellbeing of our people
- building a diverse pipeline to partnership and then retaining that diversity in the partnership
- supporting our diversity networks to strengthen client and people engagement
- integrating D&I into BAU processes.

Other relevant policies and documents

- [Global Dignity at Work policy](#)
- [Leading for Inclusion strategy](#)