

WATSON FARLEY
&
WILLIAMS

DIVERSITY & INCLUSION REPORT
2016/17



With a global workforce and client base, Watson Farley & Williams understands the benefits of an inclusive environment. By embracing different knowledge, experience, perspectives and working styles in our culture, we strive to enhance individual development and innovation. This also ensures that we have the best teams available advising our clients and supporting our firm. Embedding diversity and inclusion in our culture makes good business sense.

As a firm, we are committed to creating an inclusive workplace so that we can attract and retain the most talented people from all backgrounds and cultures. We celebrate differences and people from all backgrounds thrive. From the beginning, we ensure that opportunities to develop and progress are available to all.

CONTENTS

DIVERSITY AND INCLUSION AT WATSON FARLEY & WILLIAMS	3
HIGHLIGHTS OF OUR D&I INITIATIVES 2016-2017	5
IN FOCUS: PARTNER PROMOTION PROCESS	8
IN FOCUS: AGILE WORKING POLICY	10
IN FOCUS: DIVERSITY & INCLUSION EVENTS IN OCTOBER 2016	11
DIVERSITY SURVEY RESULTS	13

DIVERSITY AND INCLUSION AT WATSON FARLEY & WILLIAMS

Throughout our thirty-five year history, we have been renowned for effective management of complex multi-jurisdictional projects, transactions and disputes. Our continued success depends upon the personal and professional development of each and every member of our high calibre team. Together, we foster an inclusive professional environment in which individuals can flourish as part of a whole. We strive to bring together diverse teams to match our clients' needs in terms of skills, knowledge and cultural background.

Our approach

We work hard to attract and retain the best and brightest talent – regardless of age, disability, ethnicity, gender, marital status, sexual orientation, or any other protected characteristic.

Taking a broader view, we believe that performance is best judged on ability alone and we embed this ideal in the firm's culture and people processes. Employees themselves contribute to the supportive environment in which we work without fear of discrimination. Everyone is required to undertake mandatory equality and diversity training to raise awareness of these issues.

Our commitment to diversity and inclusion starts with the recruitment process and runs throughout our working practices in our day-to-day office environment, training, career progression and personal and professional development.

We are continuing the firm's initiatives that focus on training, gender issues, agile working and the importance of wellness in a professional services environment.



“TAKING A PROACTIVE APPROACH TO DIVERSITY AND INCLUSION HELPS US ATTRACT AND RETAIN THE BEST PEOPLE REGARDLESS OF GENDER, RACE, AGE, RELIGION, DISABILITY OR SEXUAL ORIENTATION.”

LISA LAMBOURN
BUSINESS DEVELOPMENT MANAGER
BANGKOK

Our commitment

WFW London is a signatory of The Law Society's Diversity and Inclusion Charter Statement and is committed to taking action across all our office locations to meet the commitments outlined in this charter.

Our Diversity & Inclusion Working Group meets monthly to spearhead actions to continually evolve our policies and procedures. The Group's goal is to make a lasting impact on the way equality, diversity and inclusion are integrated into our everyday business. Since its establishment in 2015, it has undertaken following actions:

- Create a Diversity & Inclusion Global Forum;
- Enhance our Equality & Diversity Policy;
- Review our recruitment campaigns;
- Implement additional Equality & Diversity training;
- Consider how best to retain and support employees;
- Explore issues relating to agile and flexible working and work to overcome barriers;
- Report on and monitor our diversity profile;
- Review our Partner Promotion Process;
- Engage employees and our communities;
- Address accessibility in the workplace; and
- Develop an Equality & Diversity procurement policy.

This work has paid off. In mid-2017, we completed the annual Law Society's Diversity & Inclusion Charter self-certification, which required us to detail our progress on topics such as leadership and vision; employment and employee development; engagement with clients; and procurement.

We are pleased that we achieved the silver standard overall, and the gold standard in two categories, namely leadership and vision, as well as procurement.

As of mid-2017, we are already well-placed to complete our 2017 action plan, which includes updating our Diversity & Inclusion Mission Statement for the firm and developing specific objectives for teams, establishing a mentor scheme for employees returning from maternity leave, continuing our dialogue on mental health awareness and providing support and training on this issue, as well as undertaking a review of our Senior Associate development programme and promotion process. We look forward to reporting on these initiatives in 2018.



“SINCE JOINING WFW, I NEVER FELT DIFFERENT. THERE NEVER WAS AN “US” AND “YOU”, JUST A TEAM WORKING TOGETHER. IN MADRID – WHICH IS THE OFFICE I KNOW - WE AIM AT SUCCEEDING IN OUR COMMON GOAL WITHIN OUR DIFFERENCES. I REALLY VALUE THE SUPPORT AND COMMITMENT GIVEN BY WFW TO DIVERSITY AND ACCESSIBILITY TOOLS..”

DANIEL REFOYO DOMÍNGUEZ
ASSOCIATE
MADRID

HIGHLIGHTS OF OUR D&I INITIATIVES 2016-2017



“THIS WAS THE FIRST FRACTIO VITRI EVENT I’VE BEEN TO AND I THOROUGHLY ENJOYED IT! IT WAS A GREAT OPPORTUNITY TO MEET LOTS OF LIKE-MINDED WOMEN FROM A VARIETY OF INDUSTRIES AND TO DISCUSS CAREERS AND AMBITIONS OPENLY.”

HAYLEY ARROW,
SENIOR ASSOCIATE
LONDON

Women’s Networking Events

Strong networks play an important role in the business development process for a law firm. Across the firm, we regularly host networking events for our female lawyers to come together to network with each other and with clients. Some recent events have included our:

- Women in Energy networking event, held in London in March 2017, which featured Dame Janet Gaymer, an eminent lawyer, as a speaker.
- Women in Aviation networking event, held in Dublin in June 2017, took place at the Molesworth Gallery and featured an exclusive viewing of the works of portrait artist Gareth Reid.
- Women in Transportation networking event, held in New York City in June 2017, featured Lois Zabrocky, President & CEO of International Seaways, Inc., as a keynote speaker.

In January 2017, we hosted at our London office a speed networking and mingling event for Fractio Vitri, a cross sector network of young women under 35 from a variety of professions, working or hoping to work in the City.

In addition, women in our Singapore office and those in our London Litigation team have organised and attended women’s networking events.



“THE MENTAL HEALTH PANEL DISCUSSION WAS JUST ONE EXAMPLE OF HOW WE ARE ENGAGING THE WHOLE FIRM ON DIVERSITY ISSUES AND BUILDING A PLATFORM FOR INCLUSION. IT WAS INCREDIBLY INSPIRATIONAL.”

**NEETA AULAK,
DIRECTOR OF RISK AND COMPLIANCE
LONDON**

Mental Health Awareness Activities

Mental health is of particular importance in a global professional services firm. As an employer, we provide resources to support health and wellness. Over the past year, we have also focussed attention on bringing the conversation on mental health into our work environment in order to help eliminate the stigma.

In London, we participated in Mental Health Awareness Week (8-14 May, 2017) by supporting the Green Ribbon Campaign, a city-wide movement organised by The Lord Mayor’s Appeal Team. As part of this, we raised funds for MIND, a charity which provides advice and support to empower those experiencing a mental health problems, and we featured information about mental health awareness throughout the office.

In New York, we held a number of activities to support Mental Health Awareness Month. The office raised money for the Beautiful Me/Hance Family Foundation, which provides an educational self-esteem program for girls, by holding an in-office yoga class in return for a small donation. We also held an information session with a practicing lawyer and a mindfulness and meditation instructor that examined techniques to help everyone tackle stress in and outside of work. In addition, Eileen Travis, Director of the NYC Bar Association’s Lawyer Assistance Program, and Gary Reing, Esq., Chair of the New York State Bar Association Lawyer Assistance Program Committee, made a presentation about mental health issues facing lawyers, including stress and substance abuse.

In June, our London office hosted a panel discussion on mental health awareness facilitated by Liz Buchan, Director of People & Knowledge Management. The panel featured Samantha Brown and Chris Parsons, both Partners at Herbert Smith Freehills, who have spoken publicly about their personal experiences with mental illness, as well as Jonathan Naess, a former lawyer at WFW who works with Mental Health at Work to reduce the stigma relating to mental health in the workplace. They were joined by Brendan Street, a Cognitive Behavioral Psychotherapist and Emma Shakespeare, a Wellbeing and Rehabilitation Consultant from Aviva. The lunchtime session was well attended, and a video recording was available on our intranet.



“AS A WOMAN OF INDIAN DESCENT, I FEEL THAT BY TAKING PART IN DIVERSITY AND INCLUSION FORUMS I CAN PROVIDE THE FIRM WITH A DIFFERENT PERSPECTIVE TO BUSINESS PRACTICES.”

KIREN RAI
COMPLIANCE MANAGER
LONDON

Support for Families

Across the firm, we offer great maternity and paternity leave support before and after parental leave, adoption and other dependent leave to help parents and carers balance a challenging and rewarding career at the firm alongside their responsibilities outside work. We also have a formal policy for those who seek a flexible working arrangement.

In April 2017, Hamburg, one of our three offices in Germany, conducted workshops to explore the challenges faced by fee earners balancing a career and a family, and how the firm can help address these challenges.

Our London office is a member of Cityparents which is a network for City professionals with a shared interest in balancing home and family life with progressive career. Cityparents provides peer support to those balancing careers and home responsibilities, helps members achieve flexibility in the workplace and maintain their career trajectory, and provides informative networking events.

Gender Pay Reporting Requirements

From 6 April 2017 all employers in Great Britain with more than 250 employees will be required by law to publish data relating to their gender pay gap. We will be required to publish, on our website and the designated government website, our first gender pay gap reports in respect of our 2017 statistics by 5 April 2018, which will remain there for three years. We intend to include this data in our 2018 Diversity & Inclusion Report.

Along with this data, we are required to prepare a written statement to explain the gender pay gap, if any, and in consideration of our obligations under the Solicitors Regulation Authority (SRA) mandatory outcome of equality and diversity, what steps we intend to take to address any gender pay gap.

As a firm, we see gender pay gap reporting as a valuable tool for assessing levels of equality in our workplace, female and male participation, and how effectively our talent is being maximised. We will be using this opportunity to help us understand any underlying causes of a gender pay gap and what suitable steps the firm can take to minimise the gap.

IN FOCUS: PARTNER PROMOTION PROCESS



“I FOUND THE PARTNER PROMOTION PROCESS ENORMOUSLY BENEFICIAL. THE RIGOUR OF THE PROCESS AND ITS UNIFORM APPLICATION TO ALL CANDIDATES REASSURED ME THAT MY APPLICATION WOULD BE ASSESSED FAIRLY AND AGAINST OBJECTIVE, IDENTIFIABLE CRITERIA.”

REBECCA WILLIAMS
DISPUTE RESOLUTION GROUP
LONDON

Our inclusive and collaborative culture has always been a key part of the success of our firm. We strive to create a dynamic working environment where talented people can thrive in a familial and supportive atmosphere. We recognise the importance of continuing to draw on this strength as we grow in size and broaden our international scope.

With 150 Partners across 14 offices, we grow the partnership through carefully selected lateral moves of Partners from other firms, and organically by developing our Senior Associates to take on leadership of the firm at the Partner level.

Review of Partner Promotion Process

Last year, we undertook a review of our Partner Promotion Process to ensure it met our core value of transparency, and that we promote candidates in an objective and consistent manner. To meet these aims, we have created a Promotions Committee to ensure greater objectivity in the process. The Committee comprises our two Managing Partners and our Director of People & Knowledge Management, none of whom are involved in “sponsorship” of any candidates.



“A PROFESSIONALLY ORGANIZED AND EXTREMELY WELL STRUCTURED PROCESS WHICH HELPED ME A LOT TO ADJUST TO THE CHALLENGES OF LIFE AS A PARTNER.”

DR. WOLFRAM BÖGE
PARTNER
HAMBURG

Introduced Development Programme

We also introduced a development programme that stresses, among other things, the importance of collaboration through cross selling, as well as motivating and managing people to greater performance and engagement.

Personal interviews and presentations of each candidate’s business plan are also included, and feedback and coaching provided at each stage to ensure that, throughout the process, candidates develop a holistic understanding of leadership qualities required of a Partner at WFW.

Looking Forward

In May 2017, we appointed six new Partners using this process. In 2017, we are undertaking a similar process for Senior Associate



“THE DEVELOPMENT PROCESS WAS VERY HELPFUL AND MOTIVATING.”

ECKROLF BERG
REAL ESTATE GROUP
HAMBURG

IN FOCUS: AGILE WORKING POLICY

“THE ATMOSPHERE OF FLEXIBILITY THAT AGILE WORKING ENCOURAGES HAS CREATED A VERY RELAXED AND PLEASANT WORKING ENVIRONMENT FOCUSED MORE ON OUTPUT AND ACHIEVEMENT THAN SOLELY INPUTS.”

2017 AGILE WORKING SURVEY

“I CAN WORK REMOTELY WHEN I HAVE HEALTH ISSUES OR IF THERE ARE PROBLEMS COMMUTING TO WORK.”

2017 AGILE WORKING SURVEY

“ON THE RARE OCCASIONS I NEED IT, INCREASED FLEXIBILITY CAN ALLOW ME TO MORE EFFECTIVELY JUGGLE MY COMMITMENTS AT WORK AND AS A PARENT. IN THE SAME WAY AS THE JOB DEMANDS FLEXIBILITY FROM ME, I EXPECT FLEXIBILITY FROM THE JOB. I WOULD NOT BE ABLE TO DO IT OTHERWISE.”

2017 AGILE WORKING SURVEY

Over the past two years, we have introduced agile working to our 14 offices worldwide. By agile working, we mean the ability, using modern technology, to work remotely on an ad hoc and informal basis, whilst remaining in contact with, and being accessible to, colleagues and clients.

The desire by employees for a more agile working environment was a theme that emerged from feedback received through our 2015 firmwide Employee Engagement Survey. Formally adopting agile working also brings our work place practices into alignment with many of our clients as well as other law firms, ensuring our employment practices remain competitive.

To implement this practice, we made investments in our technology to enable employees to work remotely yet securely. This could mean work from a client office or other WFW office; working in a hotel room or lounge or while travelling by plane or train; or working from home. We also developed our Agile Working Policy to outline situations where agile working would be supported, since not all roles in the firm lend themselves to working away from the office premises. Finally, to help implement the necessary change in mindset and behaviour, we conducted training sessions to familiarise Partners and employees with the concept and the issues that may arise.

In spring of this year, we conducted a global survey of all employees to gain an understanding of how agile working has been adopted and determine if any changes needed to be made. Of those who responded, 58% indicated that they were working on a more agile basis since the introduction of the policy, 39% indicated that they had changed some working practices to enable them to work on an agile basis, and about 39% said that their line managers were more accepting of agile working requests than in the past. More than 83% of respondents indicated that the firm's recent investment in technology had helped them to work successfully on an agile basis.

We are in the early days of the legal profession's adoption of agile working. However, as a firm we are committed to offering this flexibility to those who need it, and will continue to seek to understand and address barriers to agile working where they exist.

IN FOCUS: DIVERSITY & INCLUSION EVENTS IN OCTOBER 2016



“AS A WOMAN, I AM AWARE OF THE ISSUES AND CHALLENGES WOMEN STILL FACE IN A CORPORATE ENVIRONMENT AND I THINK IT IS IMPORTANT TO ENGAGE WITH THESE ISSUES TO TRY TO PROMOTE GENDER EQUALITY.”

JENNY HODGES
SENIOR ASSOCIATE
LONDON

We held our first Diversity & Inclusion day/week in October 2016. As an international firm, we recognise that the challenges of diversity and inclusion differ in different regions. Activities were planned by the Equality & Diversity Forum members in each office to ensure that they had the freedom to incorporate Diversity & Inclusion principles in ways that were appropriate within their respective jurisdictions.

Several offices combined diversity and inclusion activities with our CSR programme of community fundraising and engagement. For example, in London, we combined our activities with corporate social responsibility to raise funds for our Charity of the Year, WaterAid. There were also volunteering activities in community organisations. Our Singapore and three German offices held bake sales that featured delicacies from around the world to raise funds, while in New York we collected interview clothing for organisations that help homeless men and women.

Here is a selection of activities from our offices:

Athens

We featured speakers from the Melissa Network, a local community group of migrant women in Athens, that provide Greek language lessons, workshops, childcare and support to migrant and refugee women throughout Greece.

London

The week featured several speaker sessions: Lord Holmes of Richmond MBE, a celebrated British Paralympic swimmer and life peer, spoke about the challenges he faced in his life journey and what can be learned from them. Sagina Shabaya, a BAME (Black, Asian and Minority Ethnic) coach and speaker who spent 10 years working in television as a senior executive in the content creation team, shared her insights on what the firm can do to make a difference. Jane Wilbur, Equality, Inclusion & Rights Advisor for WaterAid, spoke about how the charity has had an impact on the rights of women and girls.

One of our Managing Partners, several Partners as well as members of Business Services took part in a Job Swap that saw them assisting the IT Service Desk, helping with prep work in the restaurant, and delivering afternoon snacks by trolley around the office.



“THE BUSINESS CASE FOR DIVERSITY AND INCLUSION GOES BEYOND THE ABILITY TO TICK BOXES ON A TENDER DOCUMENT. IT CAN ESTABLISH AND DEMONSTRATE A FIRM’S VALUES TO THOSE WITHIN IT, AS WELL AS CLIENTS, REFERRERS AND POTENTIAL RECRUITS, AND PLAYS AN IMPORTANT PART IN THE DEVELOPMENT OF THOSE WORKING WITHIN A FIRM.”

HETAN GANATRA
PARTNER
LONDON

Frankfurt, Hamburg and Munich

Each of our German offices hosted their first Diversity & Inclusion day, which was dedicated to informing and exchanging ideas about diversity, inclusion and equal opportunities.

In Hamburg, six discussions took place covering different topics like parental leave, agile working and migration. These talks were led by Partners, Senior Associates and Associates. In addition, we held a diversity quiz in each office and the winners received a voucher for ‘Dinner in the Dark’, experiencing how it feels to rely on all senses except sight while eating. Second and third prizes were vouchers for a Diversity & Inclusion topic-related museum visit.

New York

We asked colleagues to pin a flag on the place they considered home, and where they most closely identify with their heritage. The exercise led to interesting discussions about people’s backgrounds. We also celebrated heritage by a sharing snacks and treats that employees brought in; these included American pumpkin pie, German apple cake, Asian treats, Italian cannoli, Ecuadorean mints and a traditional Trinidad dessert. We also promoted articles and presentations with facts about women and diversity in the workplace.

DIVERSITY SURVEY RESULTS

All results based on survey respondents, not total population.

Age

	18-24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Partners	0	1	75	61	13	2	0
Other Lawyers	12	69	13	8	7	1	14
Associates	7	176	79	10	2	1	28
Business Services Managers	0	3	20	19	6	0	0
Business Services Staff	33	109	67	59	27	1	17

Gender

	Male	Female
Partners	119	33
Other Lawyers	63	61
Associates	153	150
Business Services Managers	12	36
Business Services Staff	68	245

Ethnicity

	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Mixed/ Multiple ethnic groups	White	Other ethnic group	Prefer not to say
Partners	11	1	2	33	4	4
Other Lawyers	6	1	3	43	2	1
Associates	22	4	4	94	12	1
Business Services Managers	7	2	2	22	1	0
Business Services Staff	40	13	11	106	15	4

Nationality

	Partner	Other Lawyer	Associate	Business Services Managers	Business Services Staff	Total
Algerian	-	-	1	-	-	1
American	6	3	4	-	5	18
Argentinian	-	-	1	-	-	1
Australian	3	-	2	-	-	5
Belgian	-	-	1	1	-	2
British	55	50	101	28	116	350
Canadian	1	1	-	1	1	4
Chinese	1	7	5	1	14	28
Dutch	-	-	-	1	-	1
Filipino	-	-	-	-	3	3
Finnish	1	-	-	-	-	1
French	8	15	24	1	8	56
German	20	21	36	3	41	121
Ghanaian	-	-	1	-	-	1
Greek	8	6	22	1	18	55
Indian	1	-	4	1	-	6
Irish	1	-	4	-	2	7
Italian	4	6	11	-	7	28
Korean	-	-	1	-	-	1
Malaysian	1	1	-	-	1	3
Nigerian	-	-	-	-	1	1
New Zealand	1	-	3	-	-	4
Norwegian	-	2	2	-	-	4
Polish	-	-	-	-	1	1
Portuguese	-	-	-	-	1	1
Singaporean	5	3	11	2	20	41
Slovakian	-	-	-	-	2	2
Spanish	7	2	19	1	4	33
Thai	1	-	19	2	28	50
Vietnamese	1	-	-	-	-	1

Religion

	Partner	Other Lawyer	Associate	Business Services Managers	Business Services Staff	Total
Atheist	-	1	2	-	2	3
Budhism	-	-	-	-	3	3
Catholic	-	-	3	-	4	7
Church of England	-	-	1	1	-	2
Christian	5	5	6	-	5	21
Greek Orthodox	-	1	1	-	1	3
Hindu	-	-	-	-	2	2
Jewish	1	-	-	1	1	3
Muslim	1	1	-	-	1	3
No religion or belief	1	1	-	-	3	5
Other	-	-	-	-	1	1
Protestant	1	-	-	1	1	3

Sexual Orientation

	Gay man	Gay woman/lesbian	Heterosexual/straight	Other	Prefer not to say
Partners	1	-	40	-	3
Other Lawyers	-	-	51	-	2
Associates	-	1	111	1	4
Business Services Managers	-	-	26	-	1
Business Services Staff	1	1	132	1	6

Disability

	Yes	No	Prefer not to say
Partners	0	45	1
Other Lawyers	0	55	0
Associates	3	121	0
Business Services Managers	0	27	1
Business Services Staff	4	145	1

Carer for a child or children under 18

	Yes	No	Prefer not to say
Partners	14	21	2
Other Lawyers	9	41	0
Associates	18	88	0
Business Services Managers	6	18	0
Business Services Staff	35	92	3

Other caring responsibilities

	Yes, 1-19 hours a week	Yes, 20-49 hours a week	Yes, 50 or more hours a week	No	Prefer not to say
Partners	2	3	0	24	2
Other Lawyers	1	0	0	48	0
Associates	6	1	0	93	2
Business Services Managers	1	1	0	16	1
Business Services Staff	7	1	1	103	4

First generation to attend university

	Yes	No	Prefer not to say	Did not attend university
Partners	11	22	2	0
Other Lawyers	17	32	0	0
Associates	29	78	2	0
Business Services Managers	7	8	1	7
Business Services Staff	38	35	6	48

Education between ages 11 – 18

	Attended school outside the UK	UK independent/fee-paying school	UK state school	Prefer not to say
Partners	13	14	6	2
Other Lawyers	12	18	17	0
Associates	54	24	25	1
Business Services Managers	8	5	8	1
Business Services Staff	44	9	60	9

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