

Hogan
Lovells

UN Global Compact

Communication on progress 2022

Open document >

Contents

Statement
from our CEO

3



Being a
responsible
business

5



Delivering
legal solutions
for our clients

17



Contributing
to society

27



Contacts

32





Statement from our CEO



Statement from our CEO

Over the past year, I have been able to connect with many more Hogan Lovells colleagues in person. Throughout my travels, it has been energizing to witness our people's appreciation and respect for each other's unique contributions to our success. Our people take great pride in how much we are able to offer our clients through our global reach and practice mix.

We value our differences and continuously learn from the diversity of thought and experience that exists across our global network. Our culture is what makes Hogan Lovells stand apart and what allows us to help find solutions to our clients' biggest challenges.

We are navigating economic turbulence across the globe, with continuing social unrest and the climate crisis also top of mind. As a truly global firm, we have a role to play. Firms can talk about a commitment to Diversity, Equity & Inclusion (DEI) and Responsible Business, and in our annual Communication on Progress I will share some of the ways in which we are living it.

As the CEO of Hogan Lovells, I have made sure that our entire team of professionals – not just lawyers – is representative of our global and diverse culture. The importance of diversity today is reflected in the structure of our firm. We continue to build a culture of belonging through our affinity groups and are focused on the long-term professional development of underrepresented lawyers, partnering with clients to cultivate meaningful work opportunities.

Sustainability is a business imperative. Demonstrating the need for direct action to mitigate the impact of climate change, our initial focus is on the reduction of the carbon emissions from our own operations that we can directly control. We have set formal firmwide carbon emissions reduction targets consistent with limiting global warming to 1.5°C. We are a signatory to UN Race to Zero and are setting our targets in line with the Science Based Targets Initiative.

The new generation of lawyers expects us to have a real corporate purpose, and one of the many ways we do this is through the Environmental, Social and Governance (ESG) work we deliver for our clients. From energy transition to green financing to business and human rights, we take an innovative, client-focused approach, leveraging our global services and sector knowledge to address today's most pressing issues.

We were ranked 7th on the AmLaw Pro Bono Scorecard and first for pro bono in the UK by Law.com. Together, with our community investment work, we deliver over 200,000 volunteer hours each year to advance the rule of law and contribute to the UN Sustainable Development Goals. Earlier this year, I had the honor of representing our pro bono practice to discuss the work we are doing to eradicate the trafficking of women and children.

As I look to the future, I don't just see challenges but also incredible opportunities. Yes, there is much to be done, but together with our people, our clients, and our communities we are in a strong position to use our talents and resources to best effect.




Miguel Zaldivar
 Chief Executive Officer
 Washington, D.C.
miguel.zaldivar@hoganlovells.com



Being a responsible business





Being a responsible business

Ethical behavior

- Global Anti-Bribery and Anti-Corruption Policy >
- Global Whistleblowing Policy >
- Global Fraud Policy >

Human rights

- Global Human Rights Policy >
- Modern slavery >
- Current and future initiatives >
- Domestic abuse report >

Diversity, Equity & Inclusion

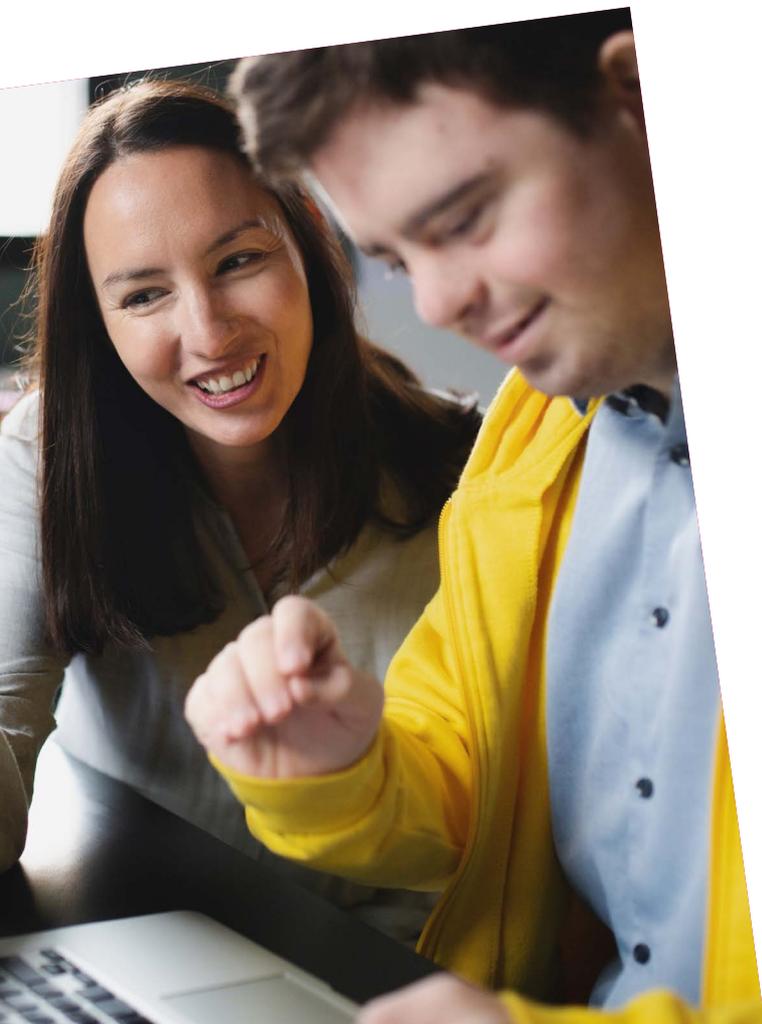
- Mansfield Rule Certification Plus status >
- Investing in our underrepresented lawyers >
- Summer Associate DEI Scholarships >
- Building a culture of belonging >
- Building racially equitable cultures >
- Welcome to Country >
- Celebrating Pride month >

Wellbeing

- HL | Thrive >
- Thriving at work >

Sustainability

- Our journey to net zero >
- Energy efficiency >
- Energy supply >
- Waste and resources >
- Real estate transition >
- Business travel >
- Offsetting >
- Supply chain >





Being a responsible business

Ethical behaviour

Global Anti-Bribery and Anti-Corruption Policy

Our Global Anti-Bribery and Anti-Corruption Policy supports our commitment to the prevention of bribery and corruption and to the promotion of an anti-bribery and anti-corruption culture. The policy sets out expectations and requirements relating to the prevention, detection, and reporting of bribery and other forms of corruption and covers gifts and hospitality, facilitation payments, political contributions, and charitable contributions. We require all our people to comply with all laws, rules and regulations relating to anti-bribery and anti-corruption in all the jurisdictions in which we operate. We have an anonymous reporting procedure as part of our Global Whistleblowing Policy.

Global Whistleblowing Policy

Our Global Whistleblowing Policy provides a way for our people to raise concerns in a manner that protects them from the fear of reprisals or victimization, and which is fair to all those involved. It is intended to cover serious concerns that could have an impact on the firm, our people, or our clients. This includes actions that are dishonest or unlawful, may lead to incorrect financial reporting, are in violation of the Rules of Professional Conduct, are contrary to firm policy, or otherwise amount to improper conduct. We have a standard reporting policy which enables a full discussion of the circumstances with the person making a report; however, reports can also be made on an anonymous basis using our whistleblowing hotline.

Global Fraud Policy

The policy applies to everyone at Hogan Lovells including partners, lawyers, business and secretarial services, as well as all temporary staff and those who provide us with contract services. The policy requires everyone who works at the firm to act honestly and with integrity at all times and to report all actual, attempted or suspected fraud. Under the policy we will investigate all instances of actual, attempted or suspected fraud, whether committed internally or by suppliers or other third parties. Everyone at the firm is responsible for ensuring that fraud does not occur and for protecting the reputations and assets of the firm and its clients. The firm expects all persons covered by the policy to identify and report instances of known or suspected fraud committed by or against Hogan Lovells its clients or third parties.

Human rights

Global Human Rights Policy

We have a Global Human Rights Policy which confirms that we respect and support international human rights, including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights.

We monitor its implementation and report to our International Management Committee on issues related to human rights in our business and supply chain in order to continuously assess and improve our human rights due diligence procedures and integrate the findings into our operational procedures.

In addition to being a Participant of the UN Global Compact, we have endorsed the UN Guiding Principles on Business and Human Rights. We implement our respect for human rights through our management policies and processes and by providing education and training for our people.



Being a responsible business

Modern Slavery

Modern slavery risks and steps to eliminate.

We have a dedicated core group addressing risks in the area of modern slavery and ensuring that appropriate measures are applied to assess, manage and minimize risk. This group comprises representatives from compliance, procurement, and our human rights practice.

As a regulated provider of legal services and employer of predominantly professionally qualified and highly skilled people, the risk of modern slavery within our business is considered low. We apply robust policies and procedures concerning employment screening (including work eligibility checks) and employment conditions (including our London Living Wage commitments).

As noted above, the majority of our suppliers supply standard office goods or services. We recognize there are supplies involving potentially higher risk (for example, supplies of food and drink and promotional products) and some services involving relatively high levels of contracted labor. We have a global database for all our supplier contracts which provides increased control and coordination.

Suppliers are risk assessed and categorized considering the nature of their business as well as country of operation, and product and industry characteristics. Suppliers categorized as presenting significant risk of modern slavery are subject to additional due diligence, primarily based on public sources of information including checks of their own modern slavery and human trafficking statements where applicable, and any other published policies and procedures. Where, following additional due diligence and checks, a supplier is still assessed as presenting a significant risk of modern slavery or failing to meet our standards, they are required to complete a modern slavery questionnaire.

The quality and transparency of responses to these questionnaires is assessed.

This risk assessment exercise has been completed in respect of suppliers to all our offices. To date, we have not identified any occurrence of modern slavery in our supply chain, nor have we identified any risks of modern slavery that we have not been able to resolve through additional due diligence or engagement with the supplier.

We have developed a global Supplier Code of Conduct which applies to our providers of goods and services and sets out the standards we expect them to observe, including in respect of modern slavery. Where our standards are not met, suppliers are expected to take and evidence remedial steps to ensure their activities in our supply chain are free from modern slavery, timely considering what approach will result in the safest outcome for potential victims and enhance supplier behavior.

We have recently adopted a master services agreement used for the purchase of services which addresses our requirements for suppliers around modern slavery. We have implemented standard contract review guidelines to be used when using supplier contractual documentation, which outline the acceptable terms and conditions for the firm's contracts and includes guidance specific to modern slavery.

We have implemented a Contract Authorisation and Signature Policy that sets out the internal governance procedure for approving financial transactions and signing supplier contracts. The policy ensures appropriate checks and balances for review and authorisation by senior and qualified personnel.



Being a responsible business

Modern Slavery

Education and training

We have developed training programs to provide the skill and knowledge to those staff responsible for procurement to recognize the key issues and risks and how these must be addressed. This training has been undertaken by key personnel in our United Kingdom (UK) offices and by office managers in our other international offices, who are generally responsible for contracts and relationships with suppliers. We are committed to promoting and maximizing awareness of modern slavery risks across our organization, and an online education module on human rights is available to all staff regardless of their role.

In order to detect any modern slavery in our business or supply chains any concerns are to be reported without delay or fear of detrimental treatment. Our modern slavery policy requires anyone who becomes aware of, or suspects modern slavery in our business or supply chains to report it to the firm's General Counsel or, if they wish to report anonymously, they may do so as set out in the firm's global whistleblowing policy.

Modern Slavery

Current and future initiatives

We are currently drafting a Global Procurement Policy. The continued development of global policies and standardized processes for procurement activities will inform the sourcing and management of our third-party suppliers. All procurement policies are subject to periodic review. The policies align to the Ten Principles of the UN Global Compact and those of our core business at Hogan Lovells, including with respect to modern slavery.

Further enhancement of our supplier risk assessment process is in development, which will further inform our efforts to monitor and action corrective steps as needed. We will define and adopt appropriate key performance indicators to inform our monitoring and reporting.

Our core group continues to collaborate and evolve our efforts to assess, manage and minimize risks associated with modern slavery.

Domestic abuse support

Hogan Lovells is a place where everybody can expect to be treated with dignity and respect, in line with our inclusive culture. We know that those who are impacted by domestic abuse cannot bring their best selves to work and our approach is to support those who are affected and bring awareness of the impact to all our colleagues.

In the UK, we have taken an innovative and holistic approach to tackling domestic abuse and have built our support framework centered on the following pillars: Policy, Key Stakeholders, Awareness, Training, and Expert Advice.

Directly within our business, we have kept our Policy to Support our People Affected by Domestic Abuse updated and have enhanced our ability to provide support in emergency situations by offering accommodation for up to five days and financial support of up to £5,000 (non-refundable) to allow any colleagues to become financially and physically independent from the perpetrator of domestic abuse.

Being a responsible business

Diversity, Equity & Inclusion

We are committed to nurturing an inclusive working environment where all our people can be themselves and feel empowered to succeed. We set ambitious Diversity, Equity & Inclusion (DEI) goals to embody our vision for the demographic composition of our firm by 2025. Our published goals for racial/ ethnic minority, and LGBTQ+ partners are in alignment with best practice and we have over 30 internal goals that are identity, office, and region-based to help us make progress.

Our strategy is based on five pillars:

 Accountability	We hold ourselves accountable by establishing ambitious, attainable metrics, directing our efforts towards their achievement, and inspiring each of our people to invest in our colleagues.
 Processes	We focus on institutional change internally by implementing allocation processes to drive work and pitch opportunities to our underrepresented colleagues. We are active in the diversity industry in developing best practices. Instituting best practice processes ensures that all of our colleagues, regardless of background, have the best opportunity to thrive.
 Recruitment and Retention	We want the best and brightest talent at all levels, and take a holistic approach to attracting them, from briefing our recruiters on our expectations for diverse candidate slates to reviewing our recruiting and lateral integration requirements.
 Culture	Individuals are the bedrock of our culture. Ensuring that we are training members of our firm, starting from the top on unconscious bias and inclusive leadership while empowering allyship, is critical to ensuring a culture of belonging.
 Clients	Providing excellent client service is what we do at Hogan Lovells. Partnering with our clients, through collaborative forums focused on diversity and inclusion and other bespoke initiatives, only enhances that service.

Mansfield Rule Certification Plus status

The goal of the Mansfield Rule is to boost the representation of historically underrepresented lawyers in law firm leadership. Now in its sixth year, the Mansfield Rule has become the standard by which law firms track and measure that they have affirmatively considered at least 30 percent women, lawyers from underrepresented racial/ ethnic groups, lawyers with disabilities, and LGBTQ+ lawyers for top leadership roles, senior-level lateral hiring, promotions into the equity partnership, and participation in client pitch meetings.

In the United States (U.S.), we have received Mansfield Rule Certification Plus status for the 5.0 cycle. We have participated for five years, earning the highest status of “Plus” in each of those years. In the UK, we participated in the 2021-22 pilot and received Mansfield Plus certification. The “Plus” designation recognizes that the firm has achieved the requisite levels of diversity in our candidate pools and exceeded Mansfield Rule targets in more than 50 percent of the actual expected composition of senior leadership positions.



Responsible business at Hogan Lovells

Investing in our underrepresented lawyers

We are committed to the long-term professional development of our underrepresented lawyers and work to create internal and external opportunities for this to happen. We are sponsors and members of several diversity-focused associations that provide career training and networking events and we partner with clients to cultivate meaningful work opportunities for our underrepresented lawyers.

We achieved the diversity goals required of us by our client Merck & Co. and received a significant monetary bonus as a result. We have invested this bonus in our underrepresented people through the creation of the Merck & Co. Diversity, Equity & Inclusion Development Fund, which provides our underrepresented lawyers in the U.S. with funding to pursue networking and training opportunities that further develop their professional skills and knowledge. Through this fund, our people have been able to attend networking and development conferences, mentoring programs, bootcamps, and meetings of other associations.

In Mexico, we are partnering with Abogadas MX to provide education, training, and professional development for underrepresented groups. In Germany, we have partnered with Google's EMEA Legal Summer Institute to offer paid internships in our Hamburg office in combination with a week of knowledge sessions at their campus.

Summer Associate DEI Scholarships

To further develop a robust pipeline of underrepresented lawyers, and recognizing the intersection of systemic financial inequity amongst underrepresented communities, we launched our first ever Summer Associate DEI Scholarships of \$25,000 each. These scholarships were awarded to second year law students for their prior achievements in advancing DEI and

our scholarship recipients joined us this summer across our U.S. offices.

Building a culture of belonging

Ensuring our underrepresented lawyers and business services professionals are connected with their community inside the firm and supporting their goals as a group is key to building a culture of belonging.

We are proud to support 32 affinity groups and diversity committees across the Americas and provide them with a transparent channel of communication to leadership to address a variety of their needs. Creating space for every identity to be seen and valued is a top priority for us and we have introduced three new groups to our Americas diversity network: Americas Associate Diversity Committee, Business Services Diversity, Equity & Inclusion Committee, and Business Services Women's Initiative Network (WIN). Globally we have added the Global Ability Inclusion Network (GAIN).

In France, clients and contacts attended the launch of the first corporate network for employers addressing LGBTQ+ inclusivity through training and awareness sessions. In Italy, together with our client Pfizer, we launched a program focusing on procurement and supplier diversity with the aim of increasing awareness of the importance of embracing diversity in every aspect of business.

With a continuing focus on inclusion and allyship in Asia-Pacific, the third cohort of our Inclusion Allies program launched with participants from across the region, including Japan, Indonesia, and Vietnam. Participants explore DEI topics such as bias, privilege and inclusive leadership, and make actionable commitments to strengthening allyship by setting and tracking their own experiments to cultivate inclusion in a peer accountability model.



Responsible business at Hogan Lovells

Building racially equitable cultures

We are the first law firm to partner with Flair Impact, a racial equity technology company which helps organizations measure and build racially equitable cultures. Through a short survey, we are tracking data from our colleagues in the UK on a number of key areas, including racist behaviors, levels of racial awareness and inclusion barriers. 79 percent of our people completed the survey and this analysis will help us identify racial bias, guide interventions, and measure the impact of actions taken.

Welcome to Country

In recognition of, and to pay due respect to, the importance of Country to Indigenous Australians, we have developed and adopted a policy in relation to the conduct of Welcome to Country or Acknowledgement of Country at the commencement of our events, presentations and functions in Australia. Conducted at the commencement of gatherings or events such as the opening of Parliament, school assemblies, and sporting events, a Welcome to Country or Acknowledgement of Country is a mark of respect to the Traditional Custodians of Australian lands.

We marked the launch of the policy at an event on the International Day of Elimination of Racial Discrimination earlier this year. The policy is intended to encourage everyone to consider conducting an Acknowledgement of Country at formal presentations, functions or events in Australia.

Celebrating Pride month

During Pride season, in Asia-Pacific we expanded on our global Inclusive Communications training and delivered a session specifically focused on LGBTQ+ terminology. This provided the opportunity to increase comfort and familiarity with common LGBTQ+ terminology and to introduce top-tips for communicating LGBTQ+ issues more inclusively to help us become better allies.

Trans and gender-diverse individuals often feel pressure to repress their authentic selves in the workplace and conform to gender-norms to avoid discrimination and prejudice. Guest speakers took us through transgender history in Asia and shared their own lived experiences, providing inspiration on how to better create an inclusive workplace for people of all gender identities.

Even in LGBTQ+ friendly countries, one in four teenagers may be forced to leave their homes after coming out to their parents. The risks associated with homophobia and rejection in the family include homelessness, mental health issues, substance abuse, crime and suicidal behavior. Our Madrid office invited Ahora Dónde to talk to us about their work with young people experiencing homophobia.

Responsible business at Hogan Lovells

Wellbeing

HL|thrive

The health and wellbeing of our people is an important part of being a responsible business and our employee engagement strategy. We are committed to creating a supportive environment that enables all our people to sustain high performance and to thrive. We are focused on creating a culture where wellbeing is prioritized and aligned with inclusion to ensure the needs of all groups are understood and addressed and stigma challenged.

Through the pandemic we learned that much of our strength lies in our connections and collaborations: we are stronger together. As a result, we have resumed in-person events, in a safe manner, including flu-shot clinics, collaboration training sessions, and on-site physicals, and we continue to use technology to deliver virtual discussions and instructor-led wellbeing activities. We are supporting our people and investing in resources that build resilience through our independent counselors, access to an Employee Assistance Program that provides consultation services, and mental health first-aider training. Communicating and signposting our resources is a priority to ensure that all are aware of all the tools, programs, and resources available to them.

Thriving at work

We have been awarded with the accreditation mark of ‘Health Creating’ by The City Mental Health Alliance (CMHA) for our work on wellbeing in the UK. The CMHA’s Thriving at Work Assessment helps organizations to measure and benchmark progress as they work towards building mentally healthy workplaces. It is set against the evidence-based standards in the CMHA Thriving at Work Guide, a framework to help businesses develop their mental health and wellbeing strategies. This year, the Assessment was developed to include measurements related to how businesses were adapting to different ways of working, interventions to aid the prevention of burnout, and driving best practice across the eco system.



Responsible business at Hogan Lovells

Sustainability

Sustainability is a business imperative and we recognize the need to lead by example in demonstrating to our people and clients the value associated with managing climate risk and enhancing our internal and external environments.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Our journey to net zero

We have set formal firmwide carbon emissions reduction targets consistent with limiting global warming to 1.5°C. We are a signatory to UN Race to Zero and are setting our targets in line with the Science Based Targets initiative. We have set an ambitious target of achieving a 90 percent reduction in Scope 1 and 2 (market-based) emissions and offsetting the remaining 10 percent of these emissions in order to achieve net zero in these scopes by 2030.

Once we have established our Scope 3 baseline, we will set emissions reduction targets for the relevant Scope 3 categories. While we undertake the journey to net zero, we will be offsetting all interim Scope 1 and 2 emissions from January 2022 and selected business travel emissions from January 2019.

In recognition of the need to take direct and significant action to mitigate the impact of climate change, our initial focus is on the reduction of the carbon emissions from our own operations that we can directly control. These are disclosed, along with business travel, through the CDP Reporting Framework, with which we currently have a B rating.

We have been working extensively to establish the baseline carbon footprint for our full value chain. As part of an on-going engagement and data gathering process, we are now developing a structured approach to assess in more detail how we can influence our carbon emissions across our supplier network by bringing climate impact and wider sustainability implications into our decision making processes.

Energy efficiency

With a 100 percent leased property portfolio, collaboration with our landlords is essential as we take collective action to improve the energy efficiency of our offices. Where we have operational control, we have been implementing a series of energy reduction projects, informed by detailed energy audits and implemented through our environmental management system.

Energy supply

Where available, we source renewable electricity backed by the appropriate Energy Attribute Certificate. This accounts for 25 percent of our total electricity consumption. We are also working with our landlords to secure electricity from renewable sources and have been successful in our Washington, D.C. office, which brings our total electricity from renewable sources to 48 percent.

We are also eliminating the use of diesel fuel backup electricity generation by switching to a certified bio-based paraffinic diesel fuel.



Responsible business at Hogan Lovells

Waste and resources

The digitalization of the office space has seen a steady and significant reduction in the amount of paper we use across the firm. This trend is being driven further through the provision of the appropriate guidance, supporting our people and educating our clients in the way we do business.

Our waste management strategy is driving increased waste separation, which in many cases involves influencing both our landlords and the waste management infrastructure. Most recently this has included separate waste streams for glass and other recyclables in Germany and China, and the introduction of compostable waste streams in some of our U.S. offices.

Where we have more direct control over our waste and resources, we have been able to make a bigger impact. In the UK, we are working in partnership with our catering provider to make significant progress on the removal of single-use plastic and particularly for take-aways, and packaging.

Real estate transition

Most of our operational Scope 1 and 2 carbon emissions are attributable to our offices. The design and operation of our offices is therefore a key element in our pathway to net zero and is also instrumental to our health and wellbeing, whilst providing high quality, attractive, and functional workplaces that help our people thrive.

To meet these multiple objectives, we have used sustainable design principles and continue to develop our global design standards. These are supported by both environmental and wellbeing certification standards such as LEED, BREEAM and WELL, which have now been secured for over 60 percent of our property portfolio. Two recent office developments in Beijing and Redwood City (Silicon Valley) were certified to LEED Gold standard.

Business travel

As a global business on six continents, our business takes us wherever our clients need us, so travel is a key aspect of what we do and, hence, a significant component of our carbon footprint. As we emerge from the global pandemic, which curtailed much of our travel, we are taking a more considered approach to how we do business. By providing information on the environmental impact of the choices we are making, our people are increasingly empowered to make informed decisions.

Our policies have been updated to reflect this and everyone is encouraged to question the need for travel and consider alternative options that have a lower environmental impact. As well as providing the information to inform decisions, we are improving our ability to track emissions and increase data accuracy.

Offsetting

We place the emphasis on the removal of CO₂ from the atmosphere and we are investing in a portfolio of high-quality offset credits from projects worldwide which will allow us to maximize our positive impact on a number of UN Sustainable Development Goals (SDGs). Additionally, we will look to develop strategic partnerships incorporating pro bono work and collaboration with clients where possible.

To date we have partnered with Climate Impact Partners who, as founding members of the International Carbon Reduction and Offset Alliance (ICROA), have more than 20 years' experience finding the highest quality projects and are one of the most respected providers in the industry.

To offset our measured business travel emissions from January 2019, we have invested in four projects: one global and one in each of our three regions. In addition to delivering emissions reductions for climate action (SDG 13), each of the projects contributes to the achievement of further SDGs.



Responsible business at Hogan Lovells

Offset projects

Global

Renewable Energy Portfolio

This portfolio finances clean energy projects across the globe that displace electricity powered by fossil fuels.

Americas

Darkwoods Forest Conservation

Protects Boreal forest in British Columbia, Canada from high-impact logging and other environmental threats.

Asia-Pacific

Chinese Afforestation Portfolio

Restoring over 100,000 hectares of degraded land across north-western provinces of China.

EMEA

Gyapa Efficient Cookstoves:

Introduces families in Ghana to an efficient cookstove that cooks food more quickly, requires nearly 50 percent less fuel and is less smoky.

Supply chain

We have recently updated our Global Procurement Policy, which is aligned with the Ten Principles of the UN Global Compact.

Transparent reporting by our suppliers and our own openness with our clients is being facilitated through our disclosure under the EcoVadis assessment program. Through this process, we review and regularly update our policies and priorities.



Delivering legal solutions for our clients





Delivering legal solutions for our clients

- Anti-bribery and anti-corruption >
- Business and human rights >
- Energy transition >
- Environmental, Social and Governance (ESG) >
- HLBaSE: Business and Sustainable Enterprise >
- Sustainable finance & investment >



Delivering legal solutions for our clients

Anti-bribery and anti-corruption

Global companies need corruption related advice from local experts who have an international perspective. We have dedicated, on the ground corruption teams in key regional hubs including London, Madrid, Milan, Moscow, Munich, Paris, Johannesburg, Jakarta, Shanghai, Singapore, Tokyo, Mexico City, Sao Paulo, Los Angeles, New York and Washington D.C., which enables us to field truly global teams who understand local nuances and are sensitive to local laws, combined with a thorough understanding of internationally-applicable laws. We advise on the highest profile, high value, and precedent-setting matters. Our work involves assisting corporates and individuals all over the world with multi-jurisdictional investigations, regulatory interactions, and compliance controls to address and mitigate anti-bribery and corruption risks.

This year, we published the latest follow-on report in our ground-breaking Steering the Course series, Steering the Course III: Navigating deep waters. The latest report builds on the extensive analysis in our first and second reports, with a particular focus on the interplay between ESG risk and ABC compliance. Based on interviews with over 600 compliance leaders, our global study examines how organizations' more mature ABC compliance measures can be used to assist in ESG risk management. We explore the challenges of third-party risk management and integrating ESG risk management into existing compliance programs.

We also published the latest report in our annual Global Bribery and Corruption Outlook series, housed on our online ABC portal. Each year, our compliance and investigations lawyers around the world take stock of the bribery and corruption trends of the preceding year and begin anticipating important issues of the next. Our 2022 publication explores re-energized enforcement and prosecution actions – against both individuals and corporates – around the world, with multi-jurisdictional collaboration likely to be a continuing trend. We also assess developments in implementing anti-bribery and corruption compliance programs, considering

new guidance by key enforcement agencies and authorities globally.

Our ABC portal also includes our recently updated Global Investigations Guide. Building on our previous coverage for Latin America and Europe, our latest interactive guide reflects on new laws and trends affecting internal investigations across Europe, Asia and the Americas, and aims to provide an easy reference point for clients on the most pressing issues that arise during internal investigations.

Representative experience

- JSC Commercial Bank “PrivatBank” in its high profile attempt to recover US \$1.9 billion allegedly defrauded from the Bank by its former shareholders, Igor Kolomoisky and Gennadiy Bogolyubov, while it was still under their control.
- ZTE on its ongoing implementation of and compliance with the terms of its settlement with U.S. regulators following violations of U.S. export controls and economic sanctions laws. The settlement is one of the largest in the history of U.S. export control and sanctions enforcement. We are also assisting with various compliance risk evaluations, audits and inspections for ZTE's operations around the world to ensure the client can continually optimize its control framework and take appropriate disciplinary actions against any offending persons.
- UN Office on Drugs and Crime on several anti-corruption initiatives. This includes its work in tackling bribery and corruption in sport (including guides and reports on investigating competition manipulation; identifying corruption and tools to fight malfeasance; and enhancing cooperation between law enforcement agencies, criminal justice authorities and sport organizations). We have also assisted UNODC with a refresh of its centered anti-corruption e learning materials for private sector organizations. This work has been handled by a global team of Hogan Lovells lawyers from across Europe, Asia-Pacific and the Americas.

Delivering legal solutions for our clients

Business and human rights

We have a market leading international Business and Human Rights group, advising businesses on how to identify and address adverse human rights risks in their operations and supply chains.

We provide clients with the full range of human rights services, from preventing and reporting on modern slavery, supply chain transparency, human rights due diligence, risk assessment and deal approvals, through to investigations of adverse human rights impacts and human rights related litigation. We have acted in some of the leading cases in this field, wherever, and however, they were brought: in the U.S. under the Alien Tort Claims Act, in English parent company liability cases, and in other courts exercising universal jurisdiction over alleged complicity in international crimes.

As the responsibility on businesses to respect human rights gradually shifts from a “soft” law approach to “hard” legal provisions, we are assisting our clients with the implementation of comprehensive human rights management systems under the UN Guiding Principles.

Representative experience

- Our US appellate law team secured a unanimous US Supreme Court victory for Nestlé USA against several Malian citizens alleging that foreigners trafficked and forced them to work on cocoa farms in West Africa.
- A cross-border team comprising lawyers from across our global network, including the UK, Belgium, and Vietnam secured a landmark win for Pacific Links Foundation, a charity supporting a number of families of the victims of the high-profile Essex Lorry tragedy in 2019. Our work involved assisting the victims’ families with securing compensation from the perpetrators of the tragedy through the criminal justice processes in England & Wales and Belgium.
- We represented HNA in its successful appeal in one of the most significant business and human rights cases decided by the UK Supreme Court as the human rights issues arose directly in the commercial proceedings.
- We advise many clients across all industry sectors on their compliance with the UK Modern Slavery Act, Australian Modern Slavery Act and California Transparency in Supply Chains Act and the drafting of public disclosures and measures to combat modern slavery, trafficking and similar supply chain risks.



Delivering legal solutions for our clients

Energy transition

Energy transition is affecting all our clients and not just those traditionally active in the energy sectors. The impact varies between different organizations and sectors but can include:

- A need to understand and comply with new laws, regulations and standards.
- Commitments to sustainability, ESG, climate change resilience and reduced emissions.
- A need to impose new compliance requirements on supply chains and in investment evaluation and asset management.
- Raising green or sustainable finance or seeking green or sustainable investments.
- Purchasing green energy and renewable solutions.
- Purchasing other energy efficient and low carbon products, services and solutions.
- Pivoting their business or creating new business lines or businesses to provide energy efficient and low carbon products, services and solutions and away from fossil fuels.

We are supporting clients with transactions and advice across this evolving ecosystem. This allows us to target the key issues that drive underlying asset and equity values and understand how these are likely to change over time.

Representative experience

- Working with a Native American tribe on obtaining federal legislation to address contamination of their lands from bomb testing by a nearby naval air station, securing alternative lands with geothermal potential, protection of sacred lands and financial compensation for the contamination of the lands.
- We are the sole legal adviser to The Crown Estate in relation to the Estate's wind, tidal and gas storage portfolios in England, Wales and Northern Ireland. The UK has the largest operating offshore wind capacity in the world. This mandate covers all TCE's work in granting rights to exploit renewable energy resources and gas storage in the territorial waters and renewable energy zones surrounding England, Wales and Northern Ireland. It is a unique portfolio that continues to see £billions of investments.
- Advising SVEVIND on the development, planning, financing, and implementation of one of the world's largest green hydrogen projects, which will be built with approximately 45 gigawatts of wind and solar farms in the vast steppes of Kazakhstan.
- Representing Enel S.p.A in several litigations against government actions that are aimed at curtailing private renewable generation and substituting it with conventional less efficient/clean electric energy.



Delivering legal solutions for our clients

Environmental, Social and Governance (ESG)

Hogan Lovells is an ESG market leader, assisting clients in navigating the web of related standards and requirements through our global, multi-practice and multi-sector team that comprises hundreds of lawyers, scientists, and other professionals.

Our advice is innovative, multi-jurisdictional, cross-practice and industry-focused, and our legally-driven holistic approach to managing ESG issues draws on the full scope of our capabilities to drive long-term sustainable profits and maximize positive impact. This thoughtful, integrated method of serving clients has won praise from legal directories, the press, and peers and clients alike.

From working on the cutting edge of sustainable finance issues to our experience in global regulatory and government public policy work, we help clients navigate the rapidly changing ESG landscape. Supported by our global network of 47 offices in 23 countries, our professionals across offices seamlessly work together to help clients meet regional legal requirements that fully capture reporting obligations and shifting standards.

We are known for “gamechanging” global work which creates ESG impact, including advice on laws and regulations driving ESG considerations, disclosure and reporting frameworks, embedding ESG commitments within legal and governance frameworks, engagement with policy-makers and regulators on ESG developments, best practices and training on people and cultural issues, supply chain and procurement processes, ESG considerations in corporate activities such as mergers or capital raising.

Business Integrity Group

Our Business Integrity Group (BiG) is an arm of our ESG practice, focused on advising major corporates, national governments, debt and equity investors and disruptors on all aspects of their business integrity and alignment to the UN SDGs. This includes mapping their corporate purpose, mission and brand to the SDGs – and other methodologies and frameworks – and on every aspect of their commercial and legal infrastructure. Our focus is to ensure they comply with best practice and more importantly that their incentives and structures are driving performance in their priority SDGs. We advise on all areas including governance, debt, equity, employee incentives, supply chain, and how they can drive a progressive agenda.

BiG focuses on five specific areas: sustainable development and the social license to operate; green financing, including green bonds; socially responsible investing; anti-bribery and corruption; and business and human rights. We take an innovative, client-focused approach, leveraging our global services and sector knowledge.



Delivering legal solutions for our clients

Representative experience

- Advising Electricite de France (EDF) on its inaugural €1.25 billion hybrid social bond issue, which was the first benchmark social bond issue by a company in the utility sector and therefore has the potential to create positive systemic change in the market.
- Advising Rolls-Royce Solutions on the conclusion of a long-term contract for the procurement of green fuel cell modules from cellcentric GmbH & Co. KG, a joint venture of Daimler Truck AG and AB Volvo, which will permit Rolls-Royce to reduce its footprint, as a first step, by 1/3, which is around the same as the volume of emissions produced by Belgium.
- Advising one of the world's largest metals and mining corporations, on an ESG fit-for-purpose funding and delivery mechanism in the form of a new global ESG impact foundation/fund, into which it is committing US\$ hundreds of millions as an investment in its ESG approach.
- We presented overviews to the highest levels of a leading technology company on climate law trends, litigation risks, and ESG-related regulatory requirements that impact on the development of the client's devices, software, services, and data center infrastructure. We then conducted a comprehensive review of this tech giant's sustainability microsite. Our approach was solution-orientated, with the goal of ensuring that our client's public claims were supported by data and science, and that it wasn't opening itself up to litigation or regulatory risk. We are now helping this client to assess the impact of incoming laws which will require changes to their products over the next 3 to 5 years.





Delivering legal solutions for our clients

HLBaSE: Business and Sustainable Enterprise

HL BaSE is our impact economy practice. We provide practical, commercial advice to social enterprises, non-profits and mission-led businesses, and act as advisers to projects that seek to grow the impact economy. Alongside our legal advice we deliver several innovative programmes designed to leverage support and advice for our impact clients. Our goal is to ensure that access to legal support is not a barrier to scale, enabling organisations to grow their impact in a sustainable way. Our mission is to provide accessible legal support for business as a force for good. We work in three key areas:

HLBaSE Training

Making positive impact and innovative behavior central to a business requires more than just policies. That is why we developed our HL BaSE Training program. Over 50 percent of our lawyers and lawyers from over 20 major clients have completed the mini-MBA style course, which also provides a continued program of pro bono support for social enterprises. HL program BaSE Training includes a two-day programme, teaching commercial skills and the relevance of impact and sustainability to every business. Delivered in partnership with our impact economy clients, delegates are introduced to their first social business client who they go on to advise on a pro bono basis for six months.

HLBaSE Catalyst

HL BaSE Catalyst is a programme of pro bono support for social entrepreneurs that allows us to work alongside in-house counsel at our private sector clients to advise entrepreneurs. By working together on issues that align with our shared values we can maximise our impact. Our workshops also offer social entrepreneurs guidance in other business areas, such as marketing, business development and HR, by drawing on the expertise of volunteers from our Business Services teams.

HLBaSE Legal

Our legal practice is operated on a not-for-profit basis, offering low bono or pro bono support to social enterprises. HL BaSE Legal works to address any legal issues that are a barrier to scale and sustainability, whether that is by supporting social enterprises to become investment ready, restructuring growing social enterprises or protecting the intellectual property rights of social enterprises.

[Learn more about HLBaSE in our annual impact report.](#)



Delivering legal solutions for our clients

Representative experience

- Wildchain, a non-profit building a global movement to inspire individuals and organizations to support conservation. They enable the adoption of wildlife, planting of trees, and support for real-world conservation efforts – all within a mobile game. Wildchain lets you digitally adopt and raise some of earth's rarest species within a digital sanctuary they can call home. 100 percent of profits go towards wildlife conservation initiatives. We advised on contracts and compliance with the laws and regulations of Singapore relating to payment services and digital tokens.
- FabricAID, a Lebanese social enterprise working towards a future where everyone can afford decent clothing and the fashion industry does not harm the environment and society. As the largest second-hand clothing collector in the MENA region, FabricAID is working to establish and scale a socially and environmentally conscious value chain for the apparel industry by optimizing the collection, sorting, upcycling, and resale of second-hand clothes. It does this through a series of socially conscious and sustainable brands targeting diverse socio-economic groups, including the extremely vulnerable. FabricAID has raised a total of US\$ 2.1 million since its inception, and has multiplied sales in 2021 by a factor of five, resulting in over 70,000 beneficiary consumers served to date. Our Dubai office provided corporate structuring advice to support the organization to scale.
- UK social enterprise Bright Tide's Blue Economy Accelerator program supports organizations working to turn the tide on climate change in the oceans using a variety of techniques and technologies, including using seaweed to absorb carbon (seaweed absorbs 6 times more carbon than trees), developing unmanned surface vessels to survey and map coastlines, harbors and the wider ocean, and developing precision fishing tools to reduce bycatch and make fishing more efficient. We partnered with Bright Tide to support a number of impactful ventures and blue carbon projects working on scalable nature-based solutions towards commercial viability and fruition





Delivering legal solutions for our clients

Sustainable finance & investment

Our Global Sustainable Finance and Investment practice brings together a multidisciplinary team and provides clients with best-in-market support in this mission-critical area. We support our clients as they navigate the spectrum of financial products and regulation, including green finance, sustainability-linked loans and bonds, blended finance and alternative structures. We help our clients stay ahead in this rapidly evolving sector through delivering tools (such as our unique lender toolkits and sponsor/corporate roadmaps which were short-listed for FT Innovative Lawyers Award 2021), products and solutions to overcome the challenges facing the sustainable finance economy. We are also creating products and sustainable finance roadmaps with the 2X Challenge, GenderSmart's JEDI, European Leveraged Finance Association, Loan Market Association, Global Steering Group for Impact Investment, among many others.

We are able to bring sustainability to every finance transaction, create innovative solutions combining guidance, legal expertise, project management, and alignment of ESG strategy to facilitate sustainability. An important part of this is raising awareness, education and training in collaboration with and aligned with international organizations, trade associations and law and regulation; thereby allowing our clients to navigate the complex, wide-ranging set of issues when considering sustainable finance and investments.

We have an extensive track record of working in collaboration with our clients to share learning and to co-develop bespoke financial solutions anchored in sustainable outcomes, bringing ESG and impact into the whole process of structuring the product and living with it through its lifecycle. Our experience and knowledge means that we can provide our clients with the tools they need to participate in the fast-evolving sustainable finance market.

Representative experience

- Advising a global investment management firm and an international investment bank on structuring an

ESG framework for sustainability linked loans. Our advice includes providing guidance on minimum sustainability linked loans criteria, the alignment with their internal sustainability policies and ESG investment processes and analysis; external disclosure and reporting requirements; and guidance on setting of sustainability performance targets and key performance indicators.

- Advising financial institutions, asset managers and private equity funds on the Sustainable Finance Disclosure Regulation, the EU Taxonomy Regulation, the risks associated with greenwashing and SFDR product and entity requirements.
- Advising DBS Bank and ANZ (as placement agents) and The Bank of New York Mellon (as trustee) in relation to the SG\$8 million 5.65 per cent Women's Livelihood Social Impact Bond, which provides women in Southeast Asia with access to credit, enhanced linkages to supply chains, and affordable goods and services to improve their livelihoods. The bond, structured and managed by Impact Investment Exchange (IIX), was the world's first social sustainability bond with a focus on social and financial returns and is the first social impact bond listed on the Singapore Exchange.
- Advising two syndicates of banks in connection with the issuance of the unsecured sustainability-linked senior notes due 2028 by Rexel in three issuances totaling €1billion. The first of these was one of the first sustainability-linked high yield bonds issued in Europe.
- Advising ING Bank N.V. and a group of 16 European, American and Asian banks on a US\$500 million sustainability-linked senior secured borrowing base financing to Geneva-based coffee trader Sucafina. The facility, which includes a sustainability framework, will finance the group's trading operations in the coming years.
- Advising a variety of banks and other organizations to advise on their ESG compliance. We help our clients stay ahead in this rapidly evolving sector through delivering toolkits, products and roadmaps to overcome the challenges facing the sustainable finance economy.



Contributing to society





Pro Bono, Community Investment & Fundraising Partnerships

- Sustaining our momentum >
- Advancing Racial Justice update >
- Coalition connections >
- Lawyers fighting climate change >
- Ending forced labor >
- Afghan evacuations >
- Direct assistance to refugees >
- Using technology to capture evidence of international crimes >
- Art preservation and cultural protection >





Contributing to society

Pro Bono, Community Investment & Fundraising Partnerships

We have a long tradition of supporting ground-breaking social and environmental developments. Focusing on strengthening the rule of law and making progress towards the UN SDGs, our four strategic themes inform our work: advancing racial justice; empowering women and girls and supporting youth; supporting innovation in environmental protection and advancing our sustainability goals; and external crises and change.

Collectively, as lawyers and business services professionals, we spend 200,000+ hours per year volunteering to achieve lasting impact for others.

Learn more about our Pro Bono, Community Investment & Fundraising Partnerships in our [Responsible Business annual report](#).

Sustaining our momentum

Since its inception more than 50 years ago, our Pro Bono Practice has fought tenaciously to make a meaningful and lasting impact in our communities through the provision of pro bono legal services. We recently reached a monumental milestone, becoming one of the top 10 firms on the American Lawyer's Pro Bono Scorecard for the first time in our history. Over the past two years, we have jumped from 25th to 7th in AmLaw's national pro bono rankings, thanks to an increase in both participation and hours per lawyer in the U.S.

With the help of hundreds of UK lawyers who have been committed to using their knowledge and experience to advise courageous and innovative individuals and nonprofits, we have been recognized by Law.com UK as the #1 law firm in the UK for pro bono work.

Advancing Racial Justice update

In June 2020, in the wake of George Floyd's murder and the global outrage at the racism that plagues the U.S. and other parts of the world, we made a formal pledge to devote at least 65,000 pro

bono hours through 2023 to breaking down the deeply rooted, systemic barriers that profoundly impact people of color around the world. After only two years, we have already surpassed that goal, having devoted more than 70,000 hours to combatting racism in a range of areas, including criminal justice, housing and economic justice, and voting rights.

Coalition connections

In the wake of the Supreme Court's decision overturning *Roe v. Wade*, our lawyers have taken multiple new pro bono matters to protect access to reproductive services, including projects that examine the impact of restrictive laws on providers using assisted reproductive technology, analyze the new legal landscape in certain jurisdictions, and protect access to free speech. We have also joined two legal coalitions to protect equal access to reproductive services, and continued our work with the Law Firm Antiracism Alliance's Reproductive Justice working group.

Gendersmart Justice, Equity, Diversity and Inclusion

Hogan Lovells is exclusive Legal Partners with GenderSmart's Justice, Equity, Diversity, and Inclusion (JEDI) projects focused on catalyzing the incorporation of gender, racial and ethnic justice into global sustainable finance and investment decisions within public and private markets.

In 2022, Hogan Lovells supported GenderSmart on the co-creation and launch of the interactive JEDI Toolkit. The Toolkit has been designed to encourage allocators, investment influencers and intermediaries across the spectrum to understand the dimensions of JEDI investing, and start applying gender and JEDI lenses throughout their investment processes and strategies. [Click here to access the JEDI Investing toolkit.](#)



Contributing to society

2X Collaborative

We are sole legal partners with the 2X Collaborative and are working with them on the development of Aurora: The Gender Lens Project, aimed at increasing gender lens awareness and engagement amongst investors and financial institutions through the creation of a playbook of gender lens definitions, precedent clauses and shared principles for equity and debt transactions.

Lawyers fighting climate change

The Chancery Lane Project (TCLP) is a collaboration between international legal professionals whose vision is a world where every contract enables solutions to climate change. Our Tokyo, Shanghai, and Beijing offices have worked to progress net zero drafting for use in China and Japan as a first step. Our team in China focused on the local translation of a selection of clauses related to their practice areas to determine if existing clauses developed via TCLP could apply in the same way under Chinese law, as well as offering comment on whether there are cultural factors that need to be taken into consideration. In Japan, our team held two interactive workshops in collaboration with a client to determine how best to approach solutions in their jurisdiction. The next step will be to work with our client, and develop our own clauses specifically for application in Japan.

In Mexico, we researched environmental legislation related to regulations of transportation infrastructure and hydroelectric projects for the Sociedad Peruana de Derecho Ambiental. Their mission is to promote policies in environmental legislation, design and implementation of instruments that favor sustainable development under principles of governance, equity and justice. We also contributed to a legal handbook of all marine legislation in the Sea of Cortez, Mexico for The Conservation Project International, a platform dedicated to supporting and mentoring young conservationists and future leaders.

Ending forced labor

We work with Fair Employment Foundation Limited, a Hong Kong based charity whose mission is to build market-driven solutions to end the forced labor of migrant workers across Asia. Their particular focus is on driving industry standards for hiring migrant domestic workers.

We have supported the Fair Employment Foundation Limited and its affiliates with various corporate governance and regulatory compliance matters. Our assistance has helped Fair Employment Foundation Limited keep on top of their regulatory affairs, enabling them to focus more of their resources on furthering their charitable mission and their contribution to the community at large.

Afghan evacuations

Following the Taliban takeover of Afghanistan, the impact on women was particularly severe: overnight the freedoms gained by women and girls to lead an independent life were immediately curtailed. One of the first “decrees” of the Taliban was to prevent women’s engagement in sport and education.

With co-ordinated leadership from lawyers in our German, Italian, UK and U.S. offices, we immediately mobilized a task force of lawyers to assist in the evacuation of hundreds of Afghan women and their families. We worked closely with existing pro bono client Shannon Galpin, a human rights activist and founder of nonprofit Mountain to Mountain, which promotes cycling for girls across Afghanistan. Collaborating alongside individuals on the ground, we evacuated 151 women from different Afghan cycling teams the day before the international borders closed and in total, we have supported 200+ evacuations.



Contributing to society

Direct assistance to refugees

We have been working with the European Pro Bono Initiative, a collaboration of 30 firms across Europe, to establish support that can be offered to Ukrainian refugees. Our offices across Continental Europe are supporting United for Ukraine which is a volunteer-run platform initiated to provide emergency relief, humanitarian assistance and essential information to people affected by the war in Ukraine. We are providing legal advice in relation to their own organization and are supporting them in matching enquiries from refugees with the immigration lawyers in the appropriate jurisdiction. They have developed a matching tool, together with Bryter and Google, which is being managed in part by our volunteers.

In the UK, we have set up a joint pro bono scheme with other law firms to allow volunteer lawyers to provide basic legal information directly to individuals about the UK Ukrainian refugee scheme. The project is being run in conjunction with Ukraine Advice Project UK. This involves around 50 UK volunteers.

Nearly 60,000 Ukrainians in the U.S. are eligible for Temporary Protected Status (TPS), which would allow them to live and work in the U.S. for a period of 18 months or more. Approximately 40 of our colleagues registered to assist TPS applicants with the required forms. Training, resources, and support are being provided by Lawyers for Good Government, which is one of our Advancing Racial Justice partners. In addition, our regulatory colleagues were successful in helping Interpipe to secure refunds of several million dollars in duties they recently paid. The client pledged to use the refunds exclusively for medical supplies and aid for the front lines in Ukraine.

Using technology to capture evidence of international crimes

During the build-up to the invasion of Ukraine, we worked with pro bono client eyeWitness to Atrocities, a global NGO which provides innovative systems to facilitate justice for crimes via technology, to understand what they might have to do to adapt to the circumstances surrounding the invasion. By day five of the invasion, colleagues, including our Legal Tech team, had organized for all their materials accompanying the app to be translated into Ukrainian and worked out a schedule of social media posts to highlight the app to users.

The app is now available in Ukrainian on the eyeWitness to Atrocities App on Google Play. We have a team of 10 UK lawyers reviewing the films uploaded and this is being made available to the Ukrainian War Crimes Prosecutor.

Art preservation and cultural protection

Ukraine has a rich cultural and religious history. With seven world heritage sites, including museums, art and churches of unique beauty it is one of the world's most important areas of historic culture. Russian bombardment is destroying this through shelling. This is reinforcing the attack on Ukrainian identity and sovereignty.

We have been instructed by the Odesa Fine Arts Museum, through Dr Oleksandra Kovalchuk, who is acting as co-ordinator for all cultural institutions across Odesa and more widely to advise on the international legal protections available for the protection of cultural identity. We are currently advising on the Hague Convention on Protection of Cultural Property during War and the various opportunities for international accountability. We have also been involved in providing practical support and funding to help protect the contents of the Odesa Fine Arts Museum and the Museum of Modern Art. We are working with Kyiv law firm Robinson Patman who have been operational throughout the war.



Contacts





Contacts



Michael Davison
Partner and Deputy CEO
London
michael.davison@hoganlovells.com



Alaiki Harris
Director of Benefits and Wellbeing
Washington, D.C.
alaiki.harris@hoganlovells.com



Anna Kurian Shaw
Global Managing Partner for Diversity,
Equity & Inclusion
Washington D.C.
anna.shaw@hoganlovells.com



Debra Hay
Responsible Business Senior Manager
London
debra.hay@hoganlovells.com



Dr. Marion Palmer
Head of Global Sustainability Policy and Strategy
London
marion.palmer@hoganlovells.com



Alicante
Amsterdam
Baltimore
Beijing
Birmingham
Boston
Brussels
Budapest*
Colorado Springs
Denver
Dubai
Dublin
Dusseldorf
Frankfurt
Hamburg
Hanoi
Ho Chi Minh City
Hong Kong
Houston
Jakarta*
Johannesburg
London
Los Angeles
Louisville
Luxembourg
Madrid
Mexico City
Miami
Milan
Minneapolis
Monterrey
Munich
New York
Northern Virginia
Paris
Perth
Philadelphia
Riyadh*
Rome
San Francisco
São Paulo
Shanghai
Shanghai FTZ*
Silicon Valley
Singapore
Sydney
Tokyo
Ulaanbaatar*
Warsaw
Washington, D.C.

*Our associated offices
Legal Services Center: Berlin

www.hoganlovells.com

"Hogan Lovells" or the "firm" is an international legal practice that includes Hogan Lovells International LLP, Hogan Lovells US LLP and their affiliated businesses.

The word "partner" is used to describe a partner or member of Hogan Lovells International LLP, Hogan Lovells US LLP or any of their affiliated entities or any employee or consultant with equivalent standing. Certain individuals, who are designated as partners, but who are not members of Hogan Lovells International LLP, do not hold qualifications equivalent to members.

For more information about Hogan Lovells, the partners and their qualifications, see www.hoganlovells.com.

Where case studies are included, results achieved do not guarantee similar outcomes for other clients. Attorney advertising. Images of people may feature current or former lawyers and employees at Hogan Lovells or models not connected with the firm.

© Hogan Lovells 2022. All rights reserved. WG-REG-758