

People and Reward – Our Global Practice

2025

FRESHFIELDS



Our global practice

Whatever your HR legal challenges, we are here to offer you the very best of our expertise

The workplace is evolving fast. Employers grapple with advancing technology, AI-driven automation, shifting millennial expectations and Gen Z aspirations, agile working models and the imperative of fostering a strong workplace culture. As transformational M&A activity rises, prioritising post-deal workforce integration early on is crucial for sustained success.

Digital transformation is reshaping the workplace – whether through gig economy models redefining employment structures or the growing use of AI in the workplace.

These changes prompt businesses to rethink their organisational strategies and adjust HR practices to help employees thrive. Ensuring the right employment status, alongside effective monitoring and incentives, is essential.

As technology unlocks new forms of value, HR considerations are more critical than ever.

Our global team is on hand to address emerging risks and guide you through this evolving landscape. They partner with you to provide practical, innovative and commercially focused legal advice across all these challenges.

What do we offer global employers?

We help organisations like yours to identify and overcome differing local legal and cultural barriers and to navigate through new international standards and regional laws, such as European employment law.

With over 120 lawyers covering key jurisdictions in Asia-Pacific, Europe and North America, we're ready to assist in any HR crisis, from sensitive terminations to complex corruption investigations.

We develop tailored HR policies, review executive compensation, co-ordinate international cost-management initiatives and handle industrial relations issues or complex pensions matters. Whether it's people aspects in M&A, restructuring, or everyday HR operations, our advice is strategic and integrated.

A joined-up cross-border team

We are well placed to help because we offer an integrated cross-border approach to people and reward issues. Our employment lawyers sit and work alongside our incentives and pensions teams.

You will also benefit from our close collaboration with other HR legal providers. Through our Freshfields' StrongerTogether network, we team up with trusted local counsel worldwide, ensuring a seamless, coordinated global service and a consistent, strategic approach to HR challenges.

Sharing our knowledge

If you wish to be kept up to date with new developments, we regularly publish briefings, newsletters and guides on local and international legal developments from a multi-jurisdictional perspective.

We invite our clients to a series of seminars, conferences and working groups. We also offer tailored training solutions to businesses. To find out more about our services and to join our mailing lists, please get in touch with one of the contacts listed in this brochure or visit [freshfields.com](https://www.freshfields.com)



Gwen Senlanne

Partner & Global head of people & reward

T +33 1 44 56 55 13

E gwen.senlanne@freshfields.com

Our labour and employment offering

Our global team of employment lawyers provide practical solutions to you on the full spectrum of employment law related matters including:

- evaluating technology's impact on the workplace;
- ensuring people analytics tools comply with privacy regulations;
- managing major changes in international HR policy;
- advising on senior hires and departures;
- handling investigations, whistleblowing, discrimination, and complex disputes;
- guiding corporate governance, culture, ethics and boardroom matters;
- protecting businesses from unwanted staff departures, data leaks, loss or theft;
- implementing cost and liability management strategies such as redundancies, salary freezes, reduced working hours, strategic pensions projects (including buyouts) and shared service centres;
- advising on employment and benefits aspects for public and private M&A (including spin-offs and carve-outs), and joint ventures;
- managing corporate restructurings, including post-acquisition integrations, the setting up of European companies and cross-border mergers; and
- navigating industrial relations, works council issues, global union campaigns, OECD complaints, industrial disputes and employee activism assessing labour market reforms and their impact on investment decisions.

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Freshfields have been excellent in guiding us through complex matters which have impacts in a variety of jurisdictions.

Chambers Europe, 2025

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They have an excellent knowledge base supported by industry benchmarks, loyalty and good communication with the client.

Chambers Europe, 2025



Our employee benefits, incentives and share schemes offering

Our leading employee benefits, incentives, and share schemes experts have the skills and expertise to advise you on a diverse range of matters including:

- designing, drafting and implementing bonus plans and other incentive or retention arrangements;
- advising on the short- and long-term regulatory and shareholder advisory firm impacts on executive pay, particularly in the financial services and tech industry;
- creating and managing share plans – both all-employee and executive – while ensuring all relevant governance, benefit, and funding considerations are addressed. This includes handling related employment law, tax, corporate governance, and securities considerations. We also prepare shareholder documentation for plan approvals or amendments and advise on listing rules and disclosure obligations;
- project-managing and co-ordinating global legal reviews for worldwide employee share plans, including engaging local counsel in jurisdictions where we do not have offices; and
- advising on share plans in IPOs and takeovers, through acquisitions or restructurings.

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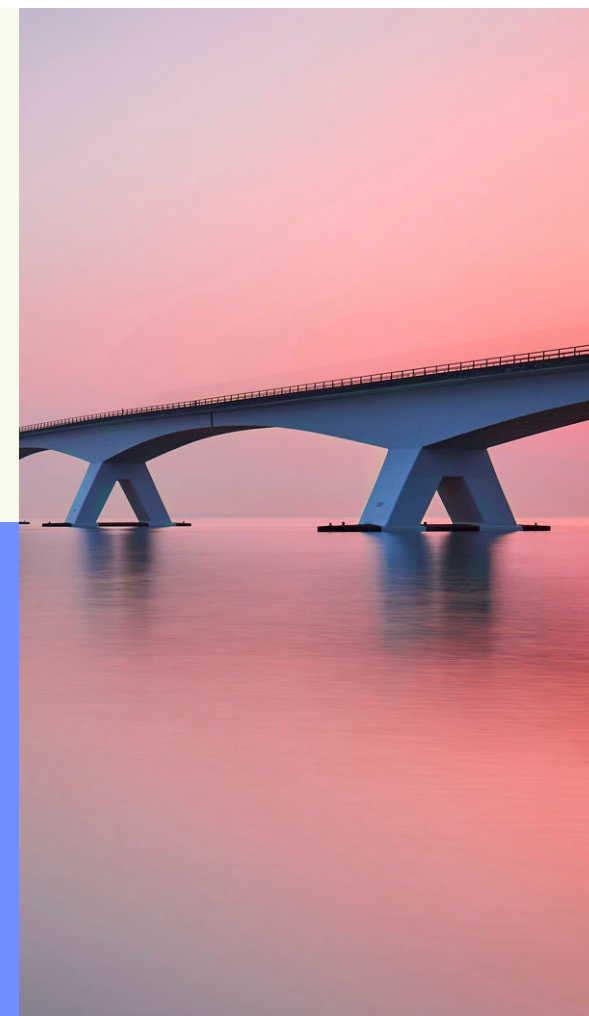
Freshfields offers a very high level of professional expertise, goal-oriented and objective negotiation as well as exceptional commitment from our contact person.

Chambers Europe, 2025

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They have excellent expertise that makes us confident. Freshfields' key strengths are a deep understanding of business needs, practical, easily implementable solutions and exceptional expertise in specialised legal fields.

Chambers Europe, 2025



Our pensions and retirement benefit offering

Our pensions and retirement benefit lawyers can advise you on a range of legal matters related to occupational pensions plans and pensions-related issues in cross-border transactions. Our experience includes:

- advising on pension arrangements and benefits, including amendments of pension schemes, moving employees to new pensions arrangements and associated consultation obligations;
- supporting on funding issues and covenant protection arrangements (including security arrangements), including managing funding deficits;
- guiding and innovating on strategic pensions projects, including supporting in investment and de-risking transactions (such as buying, buyout, longevity swaps, capital back journey planning and run-on), plus restructuring measures such as scheme mergers and wind-ups;
- creating and implementing strategies to access pension surplus;
- managing pension risk associated with interventionist regulators (including where there is risk of criminal liability), together with regulatory investigations, disputes and litigation; and
- supporting on pensions considerations in public and private M&A, financing, restructuring returns of capital and other corporate activity, including trustee negotiations, covenant support packages, regulatory clearances, and buyout funding arrangements.

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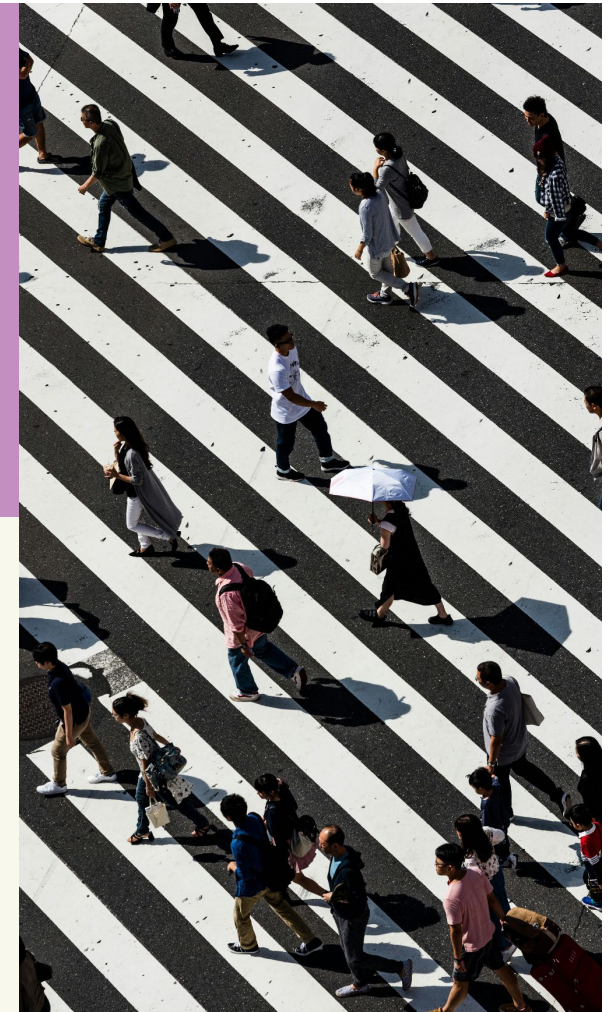
Freshfields are very knowledgeable and able to offer meaningful navigation through complex and sensitive issues. They are deep on substance and there isn't a topic that they could not address.

Chambers Global, 2025

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Freshfields always produces the highest quality work, with practical, commercial advice.

IEL Elite guide, 2025



Contacts (1/2)

Global



Gwen Senlanne
Partner & Global head
of people & reward,
Paris
T +33 1 44 56 55 13
E gwen.senlanne
@freshfields.com



Sarah Rohmann
Counsel & Global Head
of practice development,
Düsseldorf
T +49 211 49 79 716
E sarah.rohmann
@freshfields.com

Asia



Stephanie Chiu
Counsel, Hong Kong
T +852 2846 3491
E stephanie.chiu
@freshfields.com

Austria



Karin Buzanich-Sommeregger
Partner, Vienna
T +43 1 515 15 125
E karin.sommeregger
@freshfields.com

Belgium



Satya Staes-Polet
Partner, Brussels
T +32 2 504 7594
E satya.staespolet
@freshfields.com

France



Christel Cacioppo
Partner, Paris
T +33 1 44 56 29 89
E christel.cacioppo
@freshfields.com



Elodie Favre-Thellmann
Partner, Paris
T +33 1 44 56 40 63
E elodie.favre-thellmann
@freshfields.com

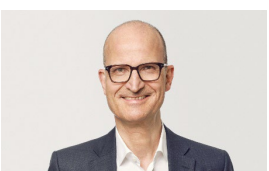
Germany



Boris Dzida
Partner, Hamburg
T +49 40 36 90 61 39
E boris.dzida
@freshfields.com



Thomas Granetzny
Partner, Düsseldorf
T +49 211 49 79 297
E thomas.granetzny
@freshfields.com



Klaus-Stefan Hohenstatt
Partner, Hamburg
T +49 40 36 90 61 08
E ks.hohenstatt
@freshfields.com



Thomas Müller-Bonanni
Partner, Düsseldorf
T +49 211 49 79 164
E thomas.mueller-bonanni
@freshfields.com



Judith Ricarda Römer
Partner, Hamburg
T +49 40 36 90 66 31
E judith.roemer
@freshfields.com



Frank Schaer
Partner, Frankfurt
T +49 69 27 30 88 56
E frank.schaer
@freshfields.com



Elmar Schnitker
Partner, Düsseldorf
T +49 211 49 79 222
E elmar.schnitker
@freshfields.com

Contacts (2/2)

Germany (cont.)



Ulrich Sittard
Partner, Düsseldorf

T +49 211 49 79 275
E ulrich.sittard
@freshfields.com

Italy



Luca Capone
Partner, Milan

T +39 02 62530 401
E luca.capone
@freshfields.com

The Netherlands



Brechje Nollen
Partner, Amsterdam

T +31 20 485 7626
E brechje.nollen
@freshfields.com

Spain



Raquel Flórez
Partner, Madrid

T +34 91 700 3722
E raquel.florez
@freshfields.com

UK



Alice Greenwell
Partner, London

T +44 20 7716 4729
E alice.greenwell
@freshfields.com



Kathleen Healy
Partner, London

T +44 20 7832 7689
E kathleen.healy
@freshfields.com



Dawn Heath
Partner, London

T +44 20 7427 3220
E dawn.heath
@freshfields.com

UK (cont.)



Holly Insley
Partner, London

T +44 20 7785 2237
E holly.insley
@freshfields.com



David Mendel
Partner, London

T +44 20 7716 4586
E david.mendel
@freshfields.com



Andrew Murphy
Partner, London

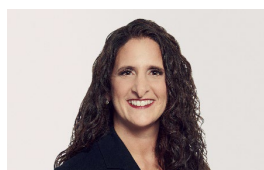
T +44 20 7785 2708
E andrew.murphy
@freshfields.com

US



Heather Brookfield
Partner, San Francisco

T +1 415 400 2114
E heather.brookfield
@freshfields.com



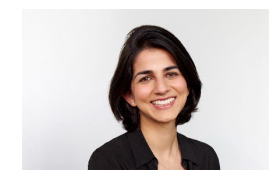
Nicole Foster
Partner, New York

T +1 212 284 4923
E nicole.foster
@freshfields.com



Lori Goodman
Partner, New York

T +1 212 277 4082
E lori.goodman
@freshfields.com



Sarah Ghulamhussain
Partner, Silicon Valley

T +1 650 618 9281
E sarah.ghulamhussain
@freshfields.com

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