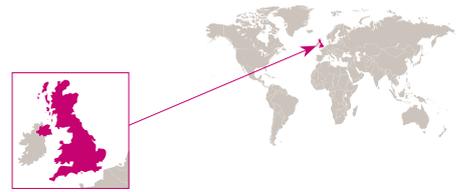


## United Kingdom

Linklaters advises the world's top companies, financial institutions and governments that help shape and support the global economy – a significant responsibility.



### Clients and markets

#### Understanding client needs

Over the past three years markets have changed and so have the opportunities for our clients. In light of these changes we began a new programme of client reviews last year to identify how our clients' needs are changing and establish how best to meet them.

#### Building relationships through knowledge-sharing

We have remained close to our clients by providing information and guidance around the significant changes to the regulatory frameworks in which they operate. We have hosted a regular and wide-ranging programme of seminars, including a series of nine on climate change featuring speakers such as Lord Nicholas Stern, Lord Browne, and Professor Li Shatong.

During the year we hosted more than 40 seminars, with over 1,500 attendees.

### People

#### Listening to our people

We appreciate the impact challenging market conditions have had on our people. Last year, the UK offices participated in a firmwide consultation to establish what issues matter most to our people. This was followed up earlier this year when the UK took part in the firm's first global engagement survey to provide all of our people with the opportunity to tell us what we are doing well and where we need to improve. We are using the results to develop local action plans. For example, our Litigation department has developed a new approach to allocating

work and is investigating how our lawyers can adopt a more flexible approach to their work commitments.

#### Sharing best practice

To help our people learn from the experiences of others we have developed the Engaging People Programme, which provides a platform for sharing experiences and drawing inspiration from them.

Recent topics have included flexible working, community investment, mentoring and experiences of global secondments.

#### Diversity and inclusion

One of our priorities is to ensure we build a diverse and inclusive culture. We are a signatory of The Law Society Diversity and Inclusion Charter, and we continue to support our internal affinity networks, which focus on issues around gender, ethnicity, faith and sexual orientation.

During the year our affinity networks have partnered with our clients on a variety of diversity-related activities, including a panel discussion hosted by the BBC's Nick Robinson focusing on female representation on company boards and an event at the Barbican with the LGBT affinity networks from our banking sector clients.

We also work in partnership with organisations such as Sponsors for Educational Opportunity (SEO) and Pure Potential to help ensure we attract applicants from ethnic minority and socially disadvantaged backgrounds for our training contracts and vacation schemes.

### Facts

2,158  
people

### Contacts



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### Local highlights

25%  
of the London Partnership is female

40%  
of our people in the UK participated in community volunteering initiatives

31,000  
hours of volunteering, of which almost 19,000 hours were pro bono legal advice

123  
community organisations supported, including eight legal advice centres, 12 social enterprises and 42 schools

3,100  
individuals directly benefited from our community programmes

## Health and wellbeing

We have a responsibility for the wellbeing of all our people and for finding new and innovative ways to help individuals balance their work commitments with other important aspects of their lives.

This year we have launched an Employee Assistance Programme, held a series of stress awareness training sessions and made a significant investment in our gym and fitness facilities.

We have been awarded five stars in the British Safety Council (BSC) health and safety audit and additionally received the BSC Sword of Honour in recognition of our achievements in this area and were highlighted as one of five firms in the BSC's annual report on health and safety best practice.

## Promoting mobility

We encourage our people to seek and take opportunities, whether short or long-term, to move around the firm in order to meet business and commercial needs. Such opportunities provide our people with a closer understanding of our global business. 142 people from London went on secondment to other offices in the last year, and the London office received 57 secondees from other offices.

## Community investment

### Building relationships with our communities

We have a great responsibility to the disadvantaged close to our offices. Across east London we work to improve the social mobility of young people. We also mentor and support social enterprises, community groups and charities, and provide them with free legal advice.

We are particularly active in Hackney, where we play a lead role in the development of work-related learning at local schools.

As a significant local employer in Colchester, we work closely with seven local community organisations there and use our business expertise and funding to make a real and lasting difference to those around our office.

## Environment

### Measuring our impacts

Over the last year we have reduced greenhouse gas (GHG) emissions resulting from our energy use and business travel by 5.7%, reduced the waste we send to landfill by 31%, increased our recycling to 77%, reduced our water consumption by 14% and reduced our paper usage by 38%.

For the year ahead we have again set ourselves some aggressive targets within our ISO 14001 accredited Environmental Management System, including to reduce our GHG emissions by a further 6.2%.

### Raising environmental awareness

For the fourth consecutive year we used the United Nations Environment Programme's World Environment Day to raise awareness of our environmental impacts and the importance of biodiversity and to encourage sustainable lifestyles.

The London office organised a week of activities, including a biodiversity and economics plenary session, a team challenge in a Hackney school to create a wildlife haven, a farmers market in our in-house restaurant and demonstrations of our new telepresence facility, which provides high definition video conferencing and which we intend will significantly reduce the amount of air travel we undertake.

## Case studies



### Supporting financial stability

Our expertise has frequently been called on during the restructuring of banks underpinning the financial stability of the UK. For example, we advised Royal Bank of Scotland (RBS) on its entrance into the UK Government's Asset Protection Scheme (APS). The state aid analysis relating to RBS's recapitalisations was, in the words of the EU, "the single largest and most complex application of its kind".



### Inspiring 2,500 young people

This year we helped to raise the skills and aspirations of a further 2,500 young people from Hackney. Independent evaluation by the University of Warwick highlighted the impact on positive attitudes among students in the borough made by our 400 volunteers and has helped us develop an even more targeted programme for the next three years.



### Developing an East London Bond

A cross-practice team of capital markets and financial regulation lawyers from Linklaters has advised on the East London Bond, an innovative way of raising finance for economic renewal. To date £1m has been invested in the bond, which will be used to release immediate funding to community based charities and to finance affordable housing.



### Supporting diversity

In London we have four faith-based staff affinity groups which promote awareness and run inter-faith activities. Over the last year we have hosted events ranging from an Iftar celebration hosted by the Islamic Society to a joint networking event between the Jewish Networks at Linklaters and PwC. To celebrate inter-faith week the firm held a panel discussion focusing on how different faiths were responding to the threat of climate change.

## Further information

Find out more about Linklaters' global approach to CR: [www.linklaters.com/responsibility](http://www.linklaters.com/responsibility)