

## Asia

Our responsibilities to our clients are being met with a combination of well-established practice expansion and, increasingly, sector knowledge. This added sector approach allows us to pool our know-how, share trends and deliver first-rate advice to clients.



### Clients and markets

#### Meeting client needs

Our clients want more than functional solutions to their business problems: they need a trusted “business partner”. In recognition of this we complement our established practice-based organisational structure with the alignment of our lawyers along industry lines. This structure enables us to offer more efficient and commercial legal advisory and transactional services.

#### Innovation and thought leadership

We carry out innovation and thought leadership regarding the legal and commercial issues at the heart of rapidly changing global markets. This helps us to anticipate and influence trends, with the aim of saving our clients time and money. For example, we advised on the first concurrent Hong Kong and Paris listings of one of the world’s largest aluminium producers, delivering advice on the laws of five jurisdictions. We are leading the wave on the listing of multinational corporations in Hong Kong.

#### Creating new markets

We have been an instrumental force in the internationalisation of the Renminbi and the development of Hong Kong as the offshore centre for the Chinese currency. More information is available in the case study overleaf. We were also represented in a small, high-level delegation to Moscow led by the Hong Kong Chief Executive to promote the listing of Russian companies in Hong Kong and other cross-border co-operation.

#### Supporting the marketplace

Our sector partners are active members of a wide range of industry associations, for example the Asia Pacific Loan Markets Association, the HK Institute of Chartered

Secretaries, and the Latin America China Investors Forum. We support the markets in which we do business by helping our clients keep up to date with industry information and training. We do this through a large network of business partners such as bankers, corporate financiers, auditors and consultants, government officials and industry regulators.

#### Building sector expertise

We second partners from their home office to other offices, which speeds up the development and exchange of pan-Asia and global knowledge and experience.

Our sector expertise and industry groups platform ensures we keep up to date with the industry trends and the resulting issues and challenges that impact on clients in each sector. We aim to align closely with our clients’ strategic objectives through a better understanding of the sectors in which they operate.

### People

#### Building expertise

Our clients have high expectations; they require globally minded, highly skilled lawyers. To help our people develop the skills and experience they need, we encourage our people to participate in secondments to clients or other offices. 202 lawyers and 19 business services people have been seconded into or out of the region over the past two years. Training is an integral part of the personal development of our people. We provide a world class training programme, with over 220 training events offered across Asia in FY2010, covering legal developments, commercial skills and risk management. Programmes have included live, remote and online training, enhanced by guest speakers from market-leading organisations, universities and chambers.

### Facts

553  
people

### Contacts



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### Regional highlights

69  
client seminars

2,400  
attendees at client seminars

221  
people seconded into and out of Asia  
in the past two years

34%  
of people volunteered or provided pro bono  
legal advice

54%  
of lawyers are female

## Diversity

We are committed to ensuring that we have a diverse, inclusive culture where people feel motivated, involved and valued. In 2009 we relaunched our internal diversity committee in the region, and we are an active member of the Diversity & Inclusion in Asia Network (DIAN) run by the non-profit organisation Community Business. Each year we work with other member companies to improve discussion of diversity in the Asia region. So far, we have produced a Gender Diversity Benchmark and research into the impact of an ageing demographic on companies in Asia. For 2010, we are addressing the issue of culture.

## Engagement

The Asia offices took part in the first Global Engagement Survey this year to seek the views of everyone in the firm on key aspects of working at Linklaters and particularly the degree to which they feel motivated, involved and valued. Key issues raised included valuing personal differences within teams, receiving regular feedback, being able to access firm knowledge and work/life balance. Suggestions are being collected in each office and we will draw up an action plan based on the survey's findings.

## Community investment

### Building relationships with our communities

We believe it is important to give back to the communities in which we operate. This takes the form of donations, pro bono work, volunteering and other support. We support a wide range of community programmes. In Hong Kong, for example, our lawyers assist non-governmental organisations seeking to establish a charity presence in Hong Kong to incorporate and apply for tax exempt status under Hong Kong law.

### Supporting youth education

Jamiyah Project Lend a Hand aims to ensure that financially challenged students from all races and religions are not disadvantaged in the competitive education system in the cosmopolitan, multi-racial and multi-cultural society of Singapore. To date, 83 students have benefited from the project, which we have supported since its launch in mid-2009.

## Supporting communities

The Tokyo office funded the business start-up costs for a community centre in Ura, Bhutan run by READ Global, a charity which pairs for-profit business enterprises with non-profit community library and resource centres in rural areas. Three members of the Tokyo office visited the Member of Parliament for Ura and READ Bhutan's Country Director in September and received on behalf of the office a letter of appreciation from the community.

## Environment

### Managing our impact

Throughout Asia, efforts continue to raise environmental awareness within our offices and increase involvement of our people in environment and conservation practices and activities.

All offices in Asia were involved in Green Week, which coincided with the UN's World Environment Day in June. Green Week has now been run successfully for a number of years, with participation and awareness in Asia increasing each year. Throughout the year, campaigns continued in all Asia offices to remind people to switch off their office lights, shut down computers and reduce paper usage.

Environmental activities run by the Hong Kong office have included a guest speaker on shark conservation, a staff tree planting event and fundraising for local environmental charities. The office has also started tracking some key statistics such as monthly energy and water use and business flight miles travelled per month through WWF's Low-carbon Office Operations Program (LOOP).

## Case studies



### Renminbi (RMB) financing expertise

We have played a critical role in both the commencement and the furthering of the liberalisation of the RMB as a globally acceptable currency. Since participating in the first RMB retail bond offering in Hong Kong in 2007, we have worked on almost every such issue in Hong Kong. We advised on the sovereign RMB6bn offering by the Chinese government and most recently, this summer, the first RMB bond offering outside mainland China by a foreign corporate. Our work in this area has been critical to building a full interbank RMB market in Hong Kong and to bolstering Hong Kong's role as a global financial centre.



### Disaster relief fund for Pakistan floods

The Asian offices and colleagues in those offices have raised funds for disaster relief in Pakistan during the severe floods which began in July this year.



### Access to justice

We support the Hong Kong Refugee Advice Centre (HKRAC) on applications by individuals for refugee status. Our lawyers work in teams to interview individuals and prepare their testimony, conduct research into the situation in their country of origin and prepare a legal argument demonstrating an individual's entitlement to refugee status. This sensitive and moving work develops the interview, research and writing skills of our lawyers. In addition to giving our legal skills and time, we advise the Board of HKRAC with other peer law firms in Hong Kong and we also donate a substantial sum of money to support their work.

## Further information

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