



A collective vision

Corporate Responsibility executive briefing 2011

linklaters.com/responsibility

Welcome. This is our fourth year of independently assured corporate responsibility reporting, covering the period 1 May 2010 to 30 April 2011. This is the Executive Summary of the full report available online. For more information about our activity and detailed data on our performance, find out more at linklaters.com/responsibility

Our people

How do we reconcile our responsibilities to our people with the demand for the highest quality and 24/7 client service?

08

04

Overview

Our vision is to be the leading global law firm. What are our responsibilities?



06

Clients and markets

How do we meet our clients' expectations for excellence and support the wider markets in which they operate?



Assurance

We have had the contents of our full CR report verified independently to assure the reader and to help us ensure we have covered all relevant issues. Corporate Citizenship has verified its contents based on the international standard AA1000AS (2008) and its statement can be found on our website.



AA1000
Licensed Assurance Provider
000-16



The environment

As a global business, how do we manage our environmental impact and make long-term investments to reduce it?



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The community

How do we best use our resources, skills and time to make the greatest difference for our communities and our people?



14

Progress

What progress have we made against the objectives that we identified 12 months ago?



Firm facts

(As at 30 April 2011)

27 Offices in
19 countries*

4,695

Total people

2,126

Qualified lawyers, including partners

473

Partners

£1.2bn

Revenue

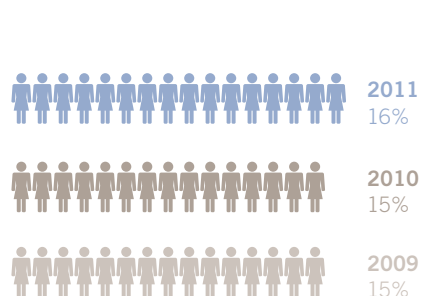
£514.8m

Pre-tax profit

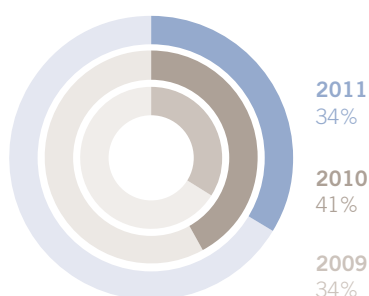
70%

Of our work is on multi-country
or multi-practice matters

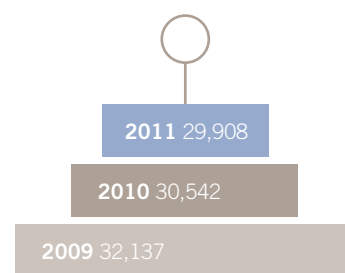
Global figures



Female partners



Volunteering rate



Carbon emissions (tonnes CO₂e**)

*Offices as at 1 September 2011 **Equivalent carbon dioxide

A collective vision

Linklaters first established a legal practice in 1838. Nearly 175 years later, our firm and our vision is much larger – we aspire to be the world’s leading global law firm. Each of our partners is responsible for continued stewardship towards this collective vision.

Simon and I have reflected at length on what responsibility means for a leading law firm like Linklaters. By far, the firm’s greatest impact on the wider world is through the advice we provide to our clients. In essence, our greatest responsibilities are to provide our clients with the highest quality advice and excellent service, to be judicious about who we act for and, above all, to act with integrity in everything we do. All our responsibilities to our clients, to our colleagues and to wider society support the long-term, sustainable achievement of our vision.

In this report, we explore our responsibilities in more detail and our performance in achieving them. We have achieved a great deal. We continue to advise on some of the most market-changing transactions, such as the renminbi bonds discussed on page 7. Volunteering levels have reached at least 25% in all but two countries, and we are more efficient in our use of natural resources than ever before; for example, our carbon emissions are just 71% of what they were five years ago.

Many of our challenges, however, are long-standing and have no quick fixes. Work-life balance is a continuing challenge in a high-performance culture with global clients that need 24/7, 365-days-a-year service. And though we have made excellent progress on gender diversity at entry level, our progress at partner level, in common with most major law firms, has been more limited. We do not have the answers to these challenges yet, but we will keep searching.

Finally, we need to do more to build engagement among our people. As you will read in the People section of this report, we have made some good progress, particularly on diversity and inclusion, but we still have a lot more to do. Simon and I, along with all the firm’s partners and our colleagues in 27 offices around the world, share a set of common values – excellence, teamwork, imagination, determination, commercial judgement and integrity. We need to ensure that our colleagues see the evidence of this every day.

This report is a summary of our full online report at www.linklaters.com/responsibility. If you want to know more, please go to the website or send us a comment at corporate.responsibility@linklaters.com. We look forward to hearing from you.

Robert Elliott
Senior Partner



Simon Davies
Firmwide Managing Partner



“

By far the firm’s greatest impact on the wider world is through the advice we provide to our clients.”





Shaping markets

Linklaters is advising Deutsche Börse in connection with its planned merger with NYSE Euronext. The merged stock exchange, which will be jointly based in Frankfurt and New York, would be the world's largest stock exchange by revenue and profits. Linklaters' global model has enabled us to bring market-leading expertise across all relevant jurisdictions over a sustained period of planning. Our lawyers in Germany, the U.S., the Netherlands, France, Belgium, Luxembourg, Spain, Portugal, the United Kingdom and Japan advised on the deal, which is expected to create the world leader in derivatives trading and risk management, and the largest, most well-known venue for capital raising and equities trading.

Global strength

As global markets continue to face challenging circumstances, and businesses adapt to changing conditions, it is more important than ever that we help our clients pursue opportunities and manage risk across emerging and developed markets. We have built a global footprint across the world's key financial and business hubs, we have virtual desks of dedicated experts wherever they are needed and we tailor our network to ensure we can deliver integrated global solutions that meet our clients' needs effectively.

Being where our clients need us to be

We have been doing more work in Abu Dhabi, including advising on two of the largest M&A deals there in the last 12 months; we have, therefore, opened a new office in Abu Dhabi, increasing our network to 27 offices in 19 countries. The launch of the office bolsters our presence in the region, where we have had an office in Dubai since 2006, and builds on our successful 30-year track record of advising governments, sovereign wealth funds, banks, corporates and project sponsors in the Middle East.

Supporting the markets in which our clients do business

We advise on the biggest, most complex and innovative legal transactions. That puts us at the cutting edge of market practice. We play a key role in shaping the legal and regulatory environments in which our clients operate, by advising them on proposed changes to the law, by responding on their behalf to consultations and by advising legislators and regulators directly. We also put our knowledge to use for the benefit of the markets: sitting on panels or committees, conducting research, teaching and writing books and articles.

For example, over the past year, we have:

- > acted as lead adviser to the International Swaps and Derivatives Association on the revised definitions which form the market-standard basis for documenting over-the-counter equity derivative transactions
- > advised the German government on credit guarantees for social housing
- > advised on the biggest ever inward investment into Africa from India
- > worked with the Solicitors Regulation Authority in the UK, as it switches from a rules-based approach to "outcomes-focused" regulation

70%

of our work is on multi-country or multi-practice matters

“

Linklaters has marked itself out from its rivals this year through its continued innovation in capital markets work.”

City AM, June 2011 Charts

Further information

More details and statistics can be found in our full report at linklaters.com/responsibility/markets

Fair dealing and ethics

Our partners balance strategic, regulatory, ethical and reputational issues when they decide which work we take on and how we charge our clients. We have a practical guide which helps ensure that we maintain rigorous standards on new business acceptance. The issues are debated between offices, practices and sector groups. We have a 50-strong team of dedicated risk professionals to whom partners can turn for guidance.



Pricing and legal processing centre

We take a flexible approach to pricing to accommodate the differing needs, preferences and objectives of our clients, taking into account whether they wish to address costs, mitigate or share risk, focus on value, or a combination of all three. Whatever structure is agreed reflects the high value we set on building long-term relationships with our clients.

We have developed an innovative approach to reducing the cost of delivering certain legal services. This blends full-time paralegals embedded within major practices in several offices, supported by contract staff, outsourced providers or smaller law firms as required, to deliver lower cost but effectively supervised services for clients.

Anti-corruption

We do not tolerate bribery and corruption at all. To take into account the UK Bribery Act 2010, which came into force on 1 July 2011, we have updated our policies which cover anti-corruption. The updated policies apply across all of our offices.

RMB Trade liberalisation Before July 2010 – Five cities in China



No approval required for RMB trade settlement with Hong Kong, Macau and ASEAN

ASEAN: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam

After July 2010 – 20 provinces in China Almost 70,000 registered enterprises



No approval required for RMB trade settlement with the world



Celebrating the first anniversary of the dim sum bond market

Linklaters has been at the forefront in developing the legal framework for the dim sum bond market, acting on more offshore RMB bond transactions than any other law firm, including the first repeated issues by Hopewell Highway Infrastructure (HHI), the first corporate issuer, and Caterpillar, the first industrial multi-national issuer.

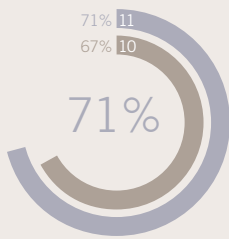
We have marked the first anniversary of the landmark HHI bond offering by advising China's Ministry of Finance on the sale of its RMB 20bn of sovereign bonds in Hong Kong – by far the largest ever offshore RMB bond transaction. The size of this deal is testimony to the depth of the rapidly growing offshore RMB bond market and the liquidity which is now available.

RMB 20bn

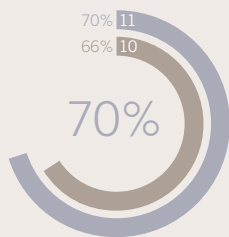
The largest ever offshore RMB bond transaction



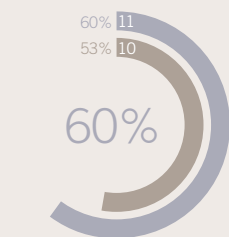
Results from the
global engagement
survey 2011



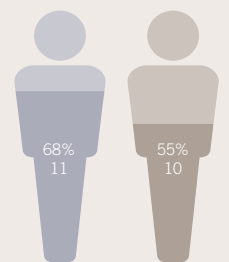
Engagement
(favourable)



Knowledge & Learning
(favourable)



Diversity & Inclusion
(favourable)



68%
Participation rate

Further
information

More details and statistics
can be found in our full
report at [linklaters.com/
responsibility/people](http://linklaters.com/responsibility/people)

Building engagement

In 2010, we carried out our first global engagement survey of everyone in the firm to listen to their views about working for Linklaters, what we were doing well and where we needed to focus our efforts.

In response to the findings, we made a number of changes, particularly to improve feedback processes. In 2011, we conducted the survey for a second time, which showed significant improvements in a number of key areas.

What we found in the global engagement survey

This year, around two-thirds (68%) of our people completed the survey, up from just over half (55%) last year. Our scores have improved in the three core areas of Engagement, Knowledge and Learning, and Diversity and Inclusion. We aim to build on these improvements year on year.

As a result of the 2010 survey, we concentrated on two areas that our people wanted to see improved: feedback and more flexibility in our working practices. The 2011 survey results showed greater satisfaction on both counts, but we will continue to work for further improvements. We also included a broader range of questions in this year's survey relating to our values, which indicated we have more to do to ensure our people see the values in action every day. We have set up a cross-functional working party to explore these findings and make recommendations over the coming year.

Focus on feedback

In December 2010, we launched the "Global Feedback Campaign" in response to our people's views that they would like to receive more regular constructive feedback. The campaign included raising awareness of the importance of feedback, training in giving and receiving constructive feedback, feedback champions in each office, and presentations and discussion groups led by partners and managers. The results of this year's survey showed improvements but we know this is an area in which we need to continue to focus to meet our people's expectations.

A balanced approach to work

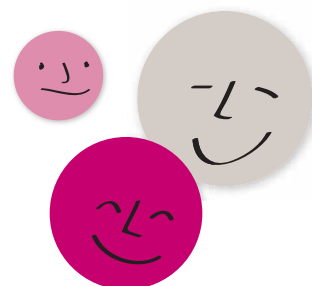
We acknowledge that providing our people with the opportunity to achieve greater flexibility in working patterns continues to be a challenge for us as an organisation. This year we have sought to develop a series of local solutions underpinned by our global Flexibility Principles. For example, we have launched an initiative across all our German offices to promote flexibility and in London we have continued to develop further our health and wellbeing strategy.

“

I really appreciate the training, mentoring and development opportunities on the Business Services Global Talent Programme. My secondment is about to take me to our New York office where I will gain new skills and exposure to new opportunities.”

Leilani Weier, Global Environment Manager

Feedback:
It's give and take.





Learning and career development

It is central to our strategy that we nurture and sustain a culture of knowledge sharing, and offer all our people the very best in continuous learning opportunities. The Linklaters Law & Business School provides the overarching framework for knowledge and learning for everyone in the firm. We are committed to being at the leading edge of innovation in this field. We have established an advisory board of clients and professors which helps steer our knowledge and learning strategy. We have also developed a fully trained internal coaching faculty available to everyone in the firm and comprising 38 internal coaches based in 10 different offices.



Diversity and inclusion

One of our priorities is to create a truly inclusive culture in which individual differences are respected and valued and all our people have the opportunity to excel. With this in mind, we have strengthened our local diversity working groups and our staff networks have initiated a range of internal awareness raising and networking activities.



We partner with our clients and other law firms to share ideas on how to address the challenges we share. This year we have organised and participated in events on issues ranging from gender and ethnicity to faith and sexual orientation, with clients in Amsterdam, London, Milan, New York, Paris, Shanghai and Warsaw.

We are delighted that our progress and our leading role have been recognised. Linklaters was announced the Diversity Law Firm of the Year 2010 by the UK's Black Solicitors Network, and the Best International Law Firm for Minority Women Lawyers at the European Women in Business Law Awards 2011. We continue to monitor the diversity of our people where it is possible to do so to track our progress. This year we have extended our UK survey to include questions relating to socio-economic background. The findings help us steer our strategy to provide access to the firm from the widest talent pool and support our commitment to fair access to the legal profession.

Building gender diversity

As part of our objective to support talented female lawyers, we have developed a Gender Action Plan (GAP). One of the GAP initiatives has been "Food for thought", a series of training sessions specifically designed to appeal to female lawyers. The topics included psychology of meetings; effective team working; and powerful communication. Feedback has been overwhelmingly positive. The materials from the "Food for thought" sessions are now being reworked into a new milestone learning programme called "Crafting your Career" which will be offered to all junior lawyers.

Global Partner Leadership Programmes

Over the past year, we have run a new "Leadership and Change Programme" for our partners globally. Run by Professor Ashish Nanda from Harvard Law School and Professor Jack Gabarro from Harvard Business School, the programme provides partners with the opportunity to discuss strategy, change and personal leadership.

100

partners have so far attended



Supporting our people

We have established a world class health and wellbeing programme to support our people. Our programme provides a holistic approach to maintaining both the physical and mental wellbeing of our people to allow them to perform at their optimum level.

In London, our Health and Wellbeing Committee has developed a health awareness and education programme and supports a range of internal sports clubs to encourage our people to take control of their health. We have also launched a stress management policy to raise the profile of stress and mental health issues through a number of partner-led presentations.

Effective partnerships

Close to our offices, many community groups are facing reduced funding and the possible threat of being closed, while, for young people, the outlook has never been so uncertain. We are well placed to help address some of these challenges.

“

Linklaters' programme came at a perfect time to deal with issues and challenges at work.”

Quote from a community leader following our London community coaching programme

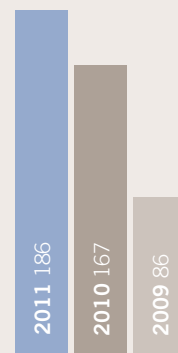


Venture catalysts

We have advised a number of social ventures seeking to raise money through bond issues. By harnessing the power of the capital markets, charities and social enterprises are able to make progress on projects which would otherwise be difficult or impossible to achieve. Over the past two years, Linklaters' pro bono advice on charitable bonds has made innovative use of structured finance techniques to raise nearly £7.5m in investment. This funding has accelerated regeneration efforts in East London, supported socially excluded young people into work or further education and has helped provide more affordable housing.

£7.5m

Raised through innovative use of structured finance techniques



Number of social enterprises supported

43,660
2011

63,750
2010

45,710
2009

Hours volunteered

Further information

More details and statistics can be found in our full report at linklaters.com/responsibility/community

2011 10,170

2010 7,460

2009 7,060

Number of young people supported



Moving from quantity to quality

This year we invested 1.5% of our pre-tax profits in cash and time in the communities where we do business and in regions where we can use our expertise to address the Millennium Development Goals. At least 25% of our people volunteered in 25 of our 27 offices, with each volunteer providing an average of 26.5 hours' support. Significantly, the number of pro bono projects involving more than one office or practice area grew by 10%, reflecting greater use of our expertise on complex and cross-border work.

Our overall volunteering hours decreased this year, partly reflecting more secondments to not-for-profit organisations last year and partly as a result of having fewer people and each being busier this year. The drop also reflects an important shift in demand from community partners, with more of them asking that we volunteer our skills and expertise rather than more general – and often high volume – volunteering for its own sake.

Mutual understanding

We continue to cement our long-term community partnerships. Each substantial relationship is underpinned by an agreement detailing our commitment of time and money as well as a clear outline of the outcomes that we both want to achieve. This is helping our partnerships become more professional and transparent, building trust and reducing the likelihood of things going wrong.

Global pro bono

Pro bono advice remains the cornerstone of our community activity. From advising local social entrepreneurs to international governance and rule of law projects, and from Hong Kong to Liberia, our lawyers are applying their commercial legal skills to help improve lives in different projects and in different places. Our community work is now truly global: two-thirds of our offices run voluntary pro bono programmes, marking an increase of a third over three years. Our volunteering demands the expertise of all of our people, not solely lawyers, and we have seen a marked increase in the contribution of business skills in areas such as finance, HR and strategic advice.

Learn for work

Located in one of Lisbon's most deprived areas, Centro Social do Bairro 6 de Maio works with underprivileged young people to promote educational achievement and family cohesion. "A Step in the Right Direction" has been supported by Linklaters since 2008 as part of a three-year community investment commitment. Volunteers help in the special learning support scheme and teach Portuguese as part of the literacy project. The project also awards prizes to the best students and funds university scholarships. The results illustrate social mobility in action: seven neighbourhood students now receive Linklaters scholarships where previously no students from the Bairro 6 de Maio had ever attended university.

10,170

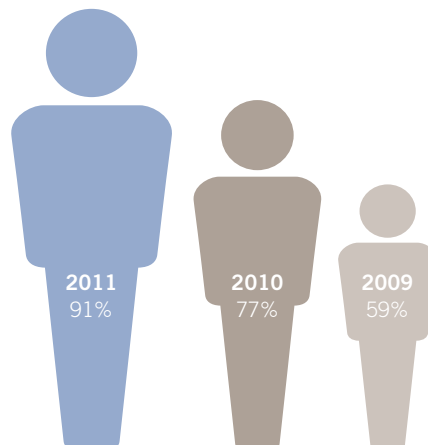
Number of young people we supported

LEARN
for work



Robust measurement

For several years, we have measured the benefits of our community activity. Last year we helped 6,380 people develop new skills and 73 not-for-profit organisations improve their management systems. Now the challenge is to measure the real benefit to these individuals and organisations in a more sophisticated way. We are implementing a new evaluation tool more suited to our community activities and will develop this alongside other law firms, professional services providers and the wider corporate responsibility community over the next 12 months.



Countries achieving 25% of people volunteering

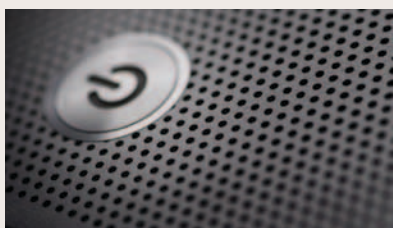
Heading for sustainability

We have made good progress towards our goal of making a real contribution to a sustainable future. Our biggest impact is through the advice we give our clients, but managing our direct impact is also important to us. To achieve a reduction in our carbon footprint, we have reduced energy use and our demand on resources, reducing costs. We have successfully integrated environmental management into the way we manage our offices, and we are increasingly successful in engaging our people, our clients and our suppliers to join us in our mission to achieve environmental sustainability.

Advising our clients

Our Environment and Climate Change practice is recognised as being a thought leader in the field. It advises our clients on a range of critical issues that affect their businesses, including climate change, ethical investment, product stewardship, corporate governance and the application of the soft law principles to commercial transactions.

Our Environment and Climate Change practice participates actively in public discussions on climate change and sustainable finance. Members of the team are represented in senior positions on climate industry bodies such as: the Legal Sector Alliance on Climate Change; the International Emissions Trading Association; the Climate Markets & Investment Association; and the Carbon Capture and Storage Association.



Positive investment

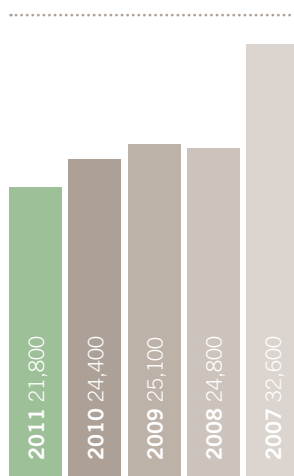
A year on and the benefits of our two main investments in energy efficiency have come to fruition.

We have so far experienced a 19% decrease in energy use – the equivalent greenhouse gas emissions to fill 77 hot air balloons – from our global stock of personal computers, with the installation of software which centrally wakes up and powers down our PCs. There is still more we can do with this software and we are expecting further reductions over the coming year.

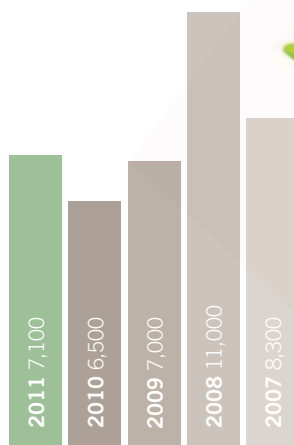
Our investment in both Telepresence and high definition video conferencing has also delivered some significant savings. We estimate that these facilities have avoided 1,900 tonnes of greenhouse gas emissions which would have otherwise been created from flight miles.

1,900

tonnes of greenhouse gas emissions avoided by using video conferencing



Energy usage (tonnes CO₂e*)



Business travel (tonnes CO₂e*)



© Emile Morcillo, Paris office



Responsible management

Following the establishment of our global environmental policy in 2008, and the accreditation of our UK Environmental Management System to the international standard ISO14001, we have continued to put in place a global structure which supports local offices more effectively to monitor and manage their environmental impacts. Our environmental strategy is endorsed by our International Board and Executive Committee. In 2011, we introduced a sustainable procurement policy for our UK operations, which ensures that our key suppliers (particularly of catering, cleaning, waste removal and stationery) operate to environmental standards equivalent to our own. The policy should help significantly to reduce harmful environmental, social and economic impacts of the goods and services we buy in. But we know we can always do more, and we will.

Inspirational relationships

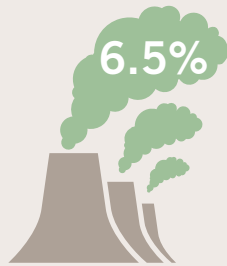
While we are doing a lot to improve our building management by incorporating new technologies, we are also encouraging our people to be more conscious of how they as individuals can minimise their environmental impacts. The drive, enthusiasm and knowledge-sharing of our network of environmental champions is a major driver of our environmental performance.

We have developed partnerships with organisations that not only verify our performance but can help us to improve it. During the year, we were recertified to The Carbon Trust Standard for our UK carbon emissions and were accredited to Bilan Carbone in Paris. Our London office was awarded a BREEAM In-Use rating of "Excellent" for how sustainably the building is managed, and we achieved Energy Star Leader status in New York for our energy management strategy.

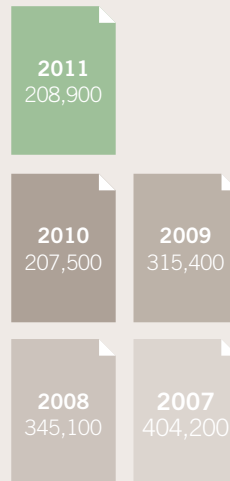
Measurable results

The actions we have taken have led to substantial and quantifiable benefits in our environmental performance. We achieved an environmental performance score of 93% in the 2010 Business in the Community Corporate Responsibility Index – giving us a gold rating.

In the last year, we have achieved a 6.5% reduction in our overall greenhouse gas emissions resulting from our energy use and business travel. Following on from our success in paper use reduction over previous years, we have broadly maintained efficiency with only a slight increase of 0.6%.



Reduction in greenhouse gas emissions



Paper usage (reams)

Further information

Our environmental data and policy are available at linklaters.com/responsibility/environment

“Linklaters puts sustainability at the heart of its operations, evidenced by its adoption of an ISO14001 management system, which has enabled the firm to substantially reduce its waste, energy and water use.”

Simon Mills, Head of Sustainable Development, City of London



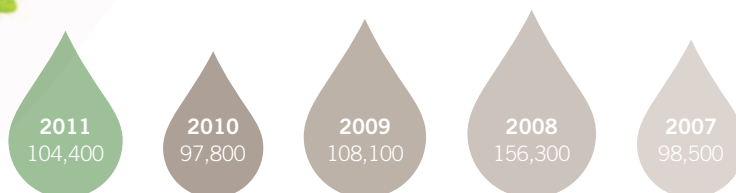
© Anita Chan, Hong Kong office

World Environment Day photography competition

"People and Nature" was the theme of our World Environment Day global photography competition. Nearly 500 photos were entered from around our network. Our winning photographer came from our Hong Kong office. She took as her inspiration the relationship between nature and food. Altogether, 1,200 people were involved in the activities, which included a Firm Facts and Forests Quiz, as well as voting on the photos.

1,200

people took part in World Environment Day activities



Water usage (m³)



Progress

We have made good progress against the goals we set last year, but we have much still to do.

We have again set ourselves some new and stretching goals for the year ahead.

Key

- ○ ○ ○ Progress limited
- ● ○ ○ Progress made
- ● ● ○ On track
- ● ● ● Completed

Clients and contribution to the markets in which we do business

Commitment made last year

Develop more streamlined client reviews enabling greater coverage of our clients' challenges and needs.

Introduce more oversight and consistency to obtaining client feedback on pieces of work.

Each geographic practice to review our current approach to the development of legal and regulatory frameworks and identify further opportunities to contribute, in line with the firm's strategy.

What we achieved in 2010/2011

"Light" version of existing Client Relationship Review programme being developed and introduced.



The "Light" version of the Client Relationship Review programme will provide more comparability for client feedback data. Internal best practice being identified and developed through Matter Practice Review programme.



Draft guidelines supporting "outside" activities of our partners in the marketplace in discussion but have not yet been formally agreed or communicated.



What we plan for 2011/2012

- > Support partners in broadening their activities in the wider markets and networks in which we operate.
- > Continue to deepen and broaden our client relationships and enhance our service delivery through an ongoing programme of client feedback.
- > Strengthen approach to CR issues in managing our supply chain.



People

Commitment made last year

Launch a global set of Flexibility Principles as an overarching framework to support our business priorities and needs.

Encourage a culture of giving and receiving constructive feedback. We will promote best practice, giving guidance on how to provide effective feedback.

Measure progress against firmwide targets for the Global Engagement Survey.

What we achieved in 2010/2011

Flexibility Principles launched globally. Levels of communication and follow-up action have varied across the network.



Feedback Campaign to promote best practice and provide guidance has been launched globally. The campaign has generated a significant amount of discussion and interest across the firm.



All practice groups and offices have developed action plans to implement ideas and feedback generated from the 2010 Engagement Survey. Results from the 2011 Engagement Survey are published in this report.



What we plan for 2011/2012

- > Develop regional Gender Action Plans, including measures designed to increase the number of female partners.
- > Ensure that each office has a well-communicated flexible working policy.
- > Deepen our coaching culture through further support for partners and managers in giving regular constructive feedback.
- > Explore our people's views on our values further and identify ways we can communicate the role of the values in our decision making more openly.



Further information

For more information, please see our full report online at: linklaters.com/responsibility or email: corporate.responsibility@linklaters.com



Community investment and pro bono

Commitment made last year

All our people in every office will have access to skills-based, strategically aligned volunteering opportunities in 2011.

At least 25% of our people in every country will volunteer during 2011. We will measure in detail the impact of six pro bono projects and six community projects, of which at least 50% will be outside the UK.

Every country will continue working to achieve the CommunityMark accreditation in 2012 to improve further how we target and deliver the investment we make in our communities.

What we achieved in 2010/2011

Achieved for every office.



25% volunteering achieved in 24 of 26 offices (as at 30 April).



All offices assessed and action plans being prepared. All are on track.



What we plan for 2011/2012

- > 25% of our people to volunteer in every office with at least 75% of that voluntary work using the professional skills of our people.
- > Develop and report on 10 to 12 common impact measures for our global CI activity.
- > Achieve CommunityMark accreditation globally.



Environment

Commitment made last year

Environmental Management Systems to be developed for all 26 offices by the end of FY12 as a precursor to global accreditation to ISO14001.

Achieve reduction in travel and energy use to realise the full benefit of investments in Telepresence, PC power-down and other initiatives.

Run a new staff engagement campaign globally to raise awareness of environmental issues, leveraging the United Nations General Assembly International Year of Forests to highlight our role in the management, conservation and sustainable development of the world's forests.

What we achieved in 2010/2011

Annual UK ISO14001 EMS audit successful in January 2011. EMS in place in six offices. All offices are able to provide some environmental data.



Decrease of 19% in electricity usage from PCs and avoided 1,900 tonnes of carbon emissions due to the use of video conferencing.



All 26 offices participated in World Environment Day with almost 500 entries in our global photography competition. Over 1,200 of our people globally voted in the photography competition and completed the Global Firm Facts and Forests Quiz.



What we plan for 2011/2012

- > Environment Management Systems to be developed for all 27 offices* by the end of FY12 as a precursor to ISO14001.
- > Set global objectives for environmental impacts.
- > Increase staff and partner engagement.



*This year Linklaters opened a new office in Abu Dhabi

10%



reduction in energy use

55%



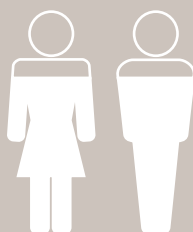
recycling rate

43,660



hours volunteered

70%



of our people feel favourably towards
their access to, and involvement in,
knowledge and learning

Assurance

We have had the contents of our full CR report verified independently to assure the reader and to help us ensure we have covered all relevant issues. Corporate Citizenship has verified its contents based on the international standard AA1000AS (2008) and its statement can be found on our website.



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