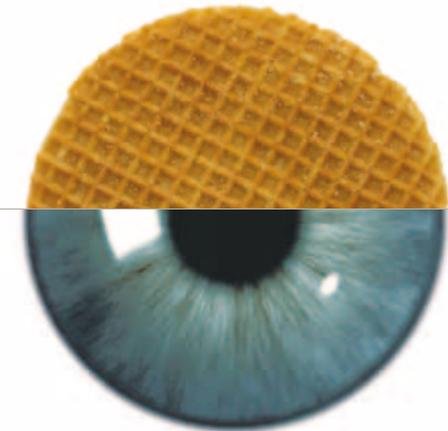


Linklaters

CR / Netherlands

Responsibility means building strong relationships and acting with integrity with respect to our clients, colleagues and communities.



Clients and markets

Changing regulatory landscape

As financial regulators and supervisors increase their vigilance and new regulations are issued or announced, we strive to be close to our clients and help them to come to grips with the changing regulatory landscape.

Empowering entrepreneurship in emerging economies

We have acted for FMO, the entrepreneurial development bank of the Netherlands, on several occasions. FMO aims to empower entrepreneurship in emerging economies in order to further development. We are proud to have played a role in their efforts and look forward to continuing this relationship.

Thought leadership

In the course of our business, we have solved many unprecedented, very sensitive cross-border issues on corporate governance, anti-takeover protection, minority shareholder rights and remuneration regulations in the Netherlands and Europe. We place great importance on sharing the knowledge and expertise we build with our clients. For example, we assisted New World Resources in its listing on the LSE and Deutsche Börse with its intended merger with NYSE Euronext.

We also believe we have a responsibility to contribute to the development of laws and regulation. For example, in the last year we hosted an Arbitration Seminar in The Hague and a round-table meeting on Bilateral Investment Treaties, and our lawyers gave lectures at the Grotius Academy and the Rotterdam School of Management.

People

People beyond borders

Being part of the international Linklaters network gives us great opportunities to offer different types of secondments for our staff. In the past year, nine secondees from the United Kingdom, Poland, France, Portugal, and Germany were hosted in our office.

Five of our Amsterdam associates and one of our partners were seconded at client sites, both in the Netherlands and in the United Kingdom. This gave us the opportunity to build a deeper understanding of our clients' businesses.

Diversity

As an organisation we value differences and we want to make sure that we attract talented people from the widest possible pool. We organise events for both junior and senior professional women in the firm. In May 2011 we organised the second of our Women's

War Stories series in the Van Gogh Museum, where we saw an excellent turnout, including attendance by our key clients.

In autumn 2011, we hosted Women's War Stories 2.0 for our young professionals in the format of a workshop hosted by Mirella Visser (President of the European Professional Women's Network), who shared her insights on female leadership.

Building engagement

We engage with our staff on all levels. As part of our commitment to develop our associates, we held a one-day strategy session in the form of "war gaming", which enabled them to actively contribute to realising the strategic plans of the office. Working in teams, they came up with ideas for executing elements of the plans and presented their ideas to a panel of partners that also included a representative from our global strategy team. This session provided our associates with an opportunity to have real involvement with the planning and execution of our local strategy, as well as experience in working on the "business" side of a legal services firm.

Making decisions

The Amsterdam office is a busy one, including when it comes to bringing ideas to the table. We have active committees that focus on work-life balance, community investment,

Local highlights

100

people

5

associates were seconded to banks in Amsterdam and in London

48%

of our people are female

11,800

hours invested in training, know-how and learning

9

secondees from offices all over Europe have been hosted in Amsterdam

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corporate responsibility, social events and more. These committees – which comprise partners, lawyers and members of business services – are more than just discussion bodies, they are all actively involved in inspiring employees at all levels throughout the office to contribute to making Linklaters a better place to work and giving back to our local community.

Community

Sustaining our investment

As our office is growing, so is our impact on the local community. Thanks to our dedicated community investment committee – comprising partners, lawyers and members of Business Services – the office now has a well-developed community investment programme.

Learn for Work

One of our global community investment themes is Learn for Work, growing the skills, aspirations and experience of young people around our offices. This year was the third year we supported Stichting Vluchtelingenwerk Nederland, a refugee support organisation, in organising its annual sports day. Volunteers and refugees competed side by side in football and volleyball tournaments for the coveted trophy. A drumming workshop got the volunteers and the refugees alike drumming and dancing the afternoon away. There was plenty of time for everyone to reminisce about last year's event and it was unanimously agreed that the day was another great success.

We also support Prinses Christina Concours which organises jazz and classical music competitions for school-age children around the country.

We are pleased to welcome two new project partners to our local Learn for Work programme. The first is the Amsterdam affiliate of Dress for Success. Founded in New York in 1997, Dress for Success is an international not-for-profit organisation offering services designed to help unemployed people find jobs and remain employed by providing them with suitable business attire and career advice.

Our second new partner, JINC, focuses on assisting young people between the ages of 8 and 16 from vocational and pre-vocational secondary schools in making informed decisions about their careers. With the support of the business sector in the Netherlands, JINC's projects reach more than 19,000 students, providing support including job shadowing, career coaching and life skills training.

Venture Catalysts

Another global community investment theme is Venture Catalysts which involves using our skills and expertise to grow the capabilities of not-for-profit organisations. Our people are very keen on volunteering their skills on pro bono projects. A noteworthy project is an international undertaking for the Cambodian Center for Human Rights, a non-political, independent, non-governmental organisation that works to promote and protect democracy and respect for human rights throughout Cambodia. Our lawyers conduct in-depth research on lesbian, gay, bisexual and transgender rights in the Netherlands and give advice as to how policies and laws effective in the Netherlands can be implemented in Cambodia with similar results.

In the past year, we also provided local advice to global pro bono partners ToughStuff and CarboCo, two social enterprises whose mission is to bring affordable clean energy to people in the developing world.

Environment

Managing our responsibilities

We are very conscious of our responsibilities to the environment and strive to minimise our impact on both the immediate and wider environment in which we work.

Of course, we insist on having our computer hardware, toners, batteries, glass and paper disposed of in an environmentally friendly way. We also ensure we buy our resources, such as water and paper, from environmentally conscious suppliers using sustainable sources.

We encourage energy-saving initiatives and have implemented a system to switch off lights and computers in the office when not in use.

Case studies



Van Gogh Museum Amsterdam (Vincent van Gogh Foundation)



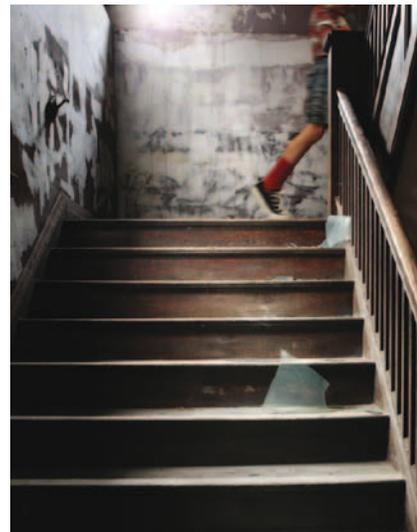
Inspire art

Our office is the proud sponsor of the Van Gogh Museum. Recently, a comic book about the life and times of the renowned Dutch artist Vincent van Gogh was translated into English with the help of our sponsorship, allowing a broader audience to learn about this inspiring artist. Being a sponsor also allows us to take our clients on private guided tours of the Van Gogh Museum. Earlier this year our clients had the opportunity to enjoy the Picasso in Paris exhibition which was hosted at the Van Gogh Museum for a limited period.



Support underprivileged neighbourhoods

Our office is a big supporter of initiatives that give children opportunities they would otherwise have not been privy to. Our notary continues to volunteer his legal and commercial skills to the IMC Weekendschool, a charity dedicated to enhancing opportunities for children from underprivileged neighbourhoods in Dutch cities.



Learn for Work

One of our key learning causes for the year was Linklezers, a reading programme in collaboration with an Amsterdam primary school attended by underprivileged children. Our people found it very fulfilling to dedicate their time to help children with difficulty reading to broaden their horizons through books.

