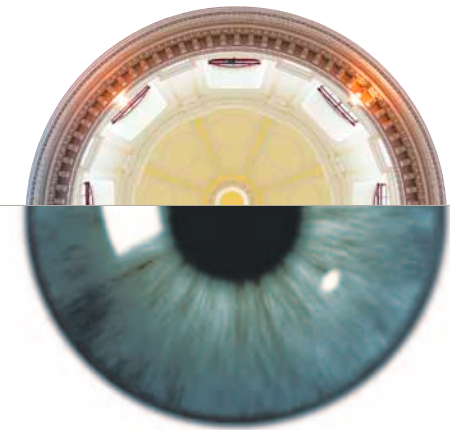


Linklaters

CR / Poland

We aim to build long-term relationships with our clients active in Poland and support them in their strategies of sustainable development in the region of Central and Eastern Europe.



Clients and markets

International outlook; local knowledge

We aim to understand our clients' international businesses and unique requirements in Poland. We are constantly deepening our knowledge about our clients' activities and their sector-specific issues to help us offer top quality legal support aligned to the individual needs of each client.

Supporting our clients

We help our clients spot and interpret relevant legal developments by inviting them to seminars and conferences dedicated to legal changes influencing their activities. We also distribute regular client alerts on crucial aspects of doing business in Poland and support our clients with secondments.

Continuity and security

Information is at the heart of Linklaters' operations and we view good information governance as key to the service we provide, paying particular attention to how we manage confidential information about our clients, our people and others. We recognise that we must afford the appropriate level of protection to all forms of information in order to avoid breaches of our professional, regulatory, legal and/or contractual obligations and to ensure business continuity.

We have business continuity, disaster recovery and back-up procedures in place to protect against accidental loss of electronic data and the interruption to systems and services in the event of data centre issues or a local disaster. Our IT architecture includes resilient servers, networks, data replication, back-up and archiving to meet industry best practice.

Infrastructure, sourcing and suppliers

We place great emphasis on managing our own cost base effectively so as to be cost-competitive while maintaining quality. Measures that we take in this regard include the following:

- > Investing in technology to reduce the time required to perform legal and support work
- > Investing in high-quality know-how to provide legal support
- > Monitoring fee arrangements with supporting firms to ensure that they are cost-effective
- > Drawing on temporary legal staffing where appropriate, to enable us to service any fluctuations in client demand effectively but without compromising quality
- > Redeploying people across our network to meet changing patterns of demand, thereby utilising our resources as efficiently as possible

People

Health and wellbeing

Our office recognises the need to reconcile the demands that it makes upon our staff members with their need for different levels of support through periods in their career. A key way we do this is by flexible working arrangements which may be made available to all employees along their entire career path at our Warsaw office.

Diversity and inclusion

Our Warsaw office is committed to providing equal opportunity to everyone in recruitment, selection, training, promotion, and conditions of employment.

We also regularly organise office team building sessions to help everyone in the office integrate and feel part of the team. Both lawyers and business services people are invited to attend to enhance the links between our people and improve our effectiveness. These meetings are also an opportunity to present and discuss our social responsibility approach to all activities of our office.

Increasingly we are also working on client events to build informal networks. For example, we organised a dinner for female clients at the Business Centre Club in Warsaw. Several female general counsel and board members attended and feedback was very positive.

Local highlights

90

people

2

secondments to clients

44%

of our lawyers are female

310

people benefited from our community investment programmes

31%

of our people volunteered

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Learning and development

All our people are also encouraged to take part in personal development activities. Examples of support in the last year include financing post-graduate studies, language lessons, participation in the global talent programme and in-depth, formal courses.

Listening to our people

We continue to give our people the opportunity to provide detailed, anonymous feedback about engagement, motivation and involvement, diversity and inclusion, and knowledge and learning. We achieved a 65% response rate to the survey. Of those who responded: 81% of our people reported being favourably engaged and 70% motivated and involved.

The survey data is being used to discuss issues and ideas leading to the development of specific local action plans for future development and improvement. We will re-run the survey next year to measure our progress.

Performance management

We promote a high-performance culture in which constructive feedback is a regular occurrence, supporting development and encouraging high performance. Following last year's global engagement survey results, we launched a new feedback campaign to encourage more informal, as well as formal, feedback.

Community

We have extended our cooperation with our local Pro Bono Centre. So far most cases have been related to tax law but recently advisers from other practices have also been involved in supporting non-governmental organisations at the Pro Bono Centre.

Our lawyers continue to attend the Warsaw University Law Clinic, where they provide pro bono supervision and assistance to law students who help marginalised members of the community with matters such as family law, pensions and landlord disputes.

Pro bono – Foundation of Civil Education

One of our global community investment themes is Venture Catalysts, growing the

capabilities of not-for-profit organisations through our skills and expertise. Warsaw lawyers supported Foundation of Civil Education, which aims to increase the level of education in Poland by giving free trainings for teachers and librarians. Olga Górska, from Corporate practice, helped the Foundation enhance its policies and practice in relation to governance and management procedures.

A second global theme is Learn for Work which aims to grow the skills, aspirations and experience of young people around our offices. This year we have sponsored a team of Silesian University Law Students, led by Alicja Zielińska of the Litigation practice, at the Vis Moot contest in Vienna.

Environment

Managing our impacts

We have adopted an environmental plan that aims to increase the awareness of environmental issues among employees and reduce our impact on the environment. We have information boards presenting key facts and figures and client information leaflets in the reception area informing clients what the office is doing to protect the environment and what they can do to do the same.

Energy use

We have reduced energy consumption by reminding our people to turn off unnecessary lighting, monitors, mobile phone chargers and air conditioning. Where appropriate we have automated the process, for example, installing automatic switches which turn off the lights in staircases.

Paper use and recycling

We have moved to recycled paper for everyday printing and double-sided by default. We also make better use of electronic storage instead of making physical copies unless absolutely necessary. We have a wide range of recycling facilities to reduce the amount of waste sent to landfill; waste is segregated into separate bins for glass, plastic, and metal. We also recycle newspapers and empty printer cartridges.

Case studies



Run for life

The Real Estate team provided pro bono legal advice to the foundation which organised “Run for life”, focused on raising money for 7-year-old Hubert, a victim of a car accident. A group of marathon runners from Poland ran across the Moroccan desert to help the child. Volunteers from our Real Estate team drafted a number of legal agreements regulating the entire event.



Socio-therapeutic Shelter for Children

In February, our Finance and Operations teams volunteered in the renovation of the Shelter for Children that provides day care and educational activities for children aged 6 to 16 who come from poor and dysfunctional families. The Shelter programme includes socio-therapeutic, cultural and sports activities under the constant supervision of a psychologist and a teacher. As well as offering our time, we donated unused carpets, desks, chairs and computers and, with the help of our IT colleagues, we organised a computer lab, which the children welcomed with great joy. The children were also delighted with the work, and with surprise gifts they received from the Finance team. At the end of the event, we received greetings cards which had been hand-made by the children, who wanted to express how grateful they were for our help and commitment. It was extremely rewarding to see our efforts making a difference to the lives of the local children.



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“The key factor is commercial judgement. They know the law and can apply it in a practical way.”

Chambers Europe 2011, Poland: Corporate/M&A
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