

# Linklaters

## CR / United States

Helping our clients ride the waves of economic and regulatory changes in the US and global markets this past year has been one of our primary focuses. The global economy continues to be a volatile and challenging one for virtually every sector. We remain committed to responding to the needs of our clients, our people, our communities and the environment and have done more to partner with our clients on diversity and community investment efforts to maximize impact.

### Clients and markets

In today's challenging market, we realize the importance of not only advising clients on their day-to-day legal needs but to also act as a savvy business partner that understands the unique challenges each client faces.

#### Supporting our clients

We have been focusing on ways to improve and broaden the services that we provide our clients and work to create a customized value-added service tailored to each relationship.

Over the last year, we have regularly provided our clients a suite of legal alerts in order to keep them abreast of significant developments in the legal and regulatory environment and what these developments may mean for their business. This includes updates on recent Supreme Court decisions that demonstrate emerging trends, breaking developments in securities and corporate litigation and the SEC's responses to the requirements established as part of the Dodd-Frank Act.

Another value-added service we provide our clients is exemplified in our client secondment program. This gives us a unique opportunity to strengthen links with our clients' legal teams and develop greater insight into their business practices and culture.

### Infrastructure, sourcing and suppliers

We track our relationships with diverse suppliers and are working to foster new relationships with diverse vendors.

### People

#### Learning and development

We have an extensive learning curriculum available to all of our lawyers and business services staff. In addition to technical training, we offer extensive skills training at different points in an individual's career.

Our junior associates are all working towards getting a practice diploma which is a structured framework of technical skills. Our training for junior associates exposes them to other areas of the law along with practical training.

#### Listening to our people

In response to our first global engagement survey, we focused on raising awareness of the importance of feedback, providing training to all our associates and partners. We continuously look at ways to improve our informal and formal appraisal processes.

We encourage our people to seek opportunities to work in other offices, for clients and on global projects. We will be asking our associates to complete a mobility

survey to ensure we are considering associate development and interests.

### Wellbeing and work-life balance

We offer a number of programs to support parents in the workplace, including enhanced parental leave and flexible working policies.

### Diversity and inclusion

Through the New York office, Linklaters has joined the Leadership Council on Legal Diversity, an organization of law firm managing partners and corporate general counsels dedicated to improving diversity in the legal profession.

Our diversity initiatives support hiring, developing and retaining the very best talent from the broadest possible pool, and our diversity efforts are closely linked to our initiatives in recruitment, knowledge and learning, business and client development, and community investment.



### Local highlights

234

people

471

hours of CLE  
accredited training

13,000

approximate community  
investment hours

26

secondments to clients  
or other offices

100%

associate participation in  
pro bono work

67,440

approximate pounds of  
paper recycled

### Contacts

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## Community

In 2010/11, the office devoted around 13,000 hours to legal pro bono and non-legal general volunteering efforts.

We are proud to have been recognized with the following pro bono awards:

- > Immigration Equality Safe Haven Award;
- > Lawyers Alliance for New York, Cornerstone Award;
- > City Bar Justice Center, Pro Bono Service Award (individual attorney award); and
- > The City Bar Justice Award.

We focus a great deal of our community support on programs that fall within two global themes: Venture Catalysts – which encompasses the use of our skills and experience to grow the capabilities of not-for-profit organizations; and Learn for Work – which involves growing the skills, aspirations and experiences of young people around our offices.

### Venture Catalysts

In late 2010, we partnered with a client on the City Bar Justice Center, Neighborhood Entrepreneur Law Project clinic which seeks to provide low to mid-income micro-entrepreneurs with the legal services necessary to get their businesses started. The ultimate goal of the project is to stimulate economic growth in disadvantaged NYC neighborhoods.

### Learn for Work

We continue to support the work of the Community Word Project (CWP), an arts-in-education organization that works with children in underserved communities. We are proud to sponsor the production of poetry anthologies at each of CWP's schools and to host anthology celebrations with some of the classes to hear their poetry and praise their efforts.

Through our community investment and diversity programs we participate in mentoring programs for students in middle school and high school which focus on providing

them with exposure to professional work environments and information on the variety of opportunities available.

Our lawyers remain committed to access to justice and continue to represent indigent criminal defendants in federal and state criminal matters via Criminal Justice Act Panel matters and the Office of the Appellate Defender. A New York team is also pursuing an appeal for an inmate on death row in Texas, briefing the issue of ineffective assistance of counsel and other constitutional concerns.

## Environment

### Managing our impacts

The New York office is committed to setting an example of environmental stewardship for our clients, colleagues and community. We strive to continuously reduce our environmental footprint by incorporating environmental best practice in our day-to-day work activity, focusing on paper consumption, energy use and the use of office consumables.

Over the last few years, we have set a number of targets to reduce our environmental impact and made significant year-on-year improvements. We are participating in the American Bar Association Environmental Protection Agency's Law Office Climate Challenge and we have adopted high standards for office paper management such as using 30% post-consumer recycled content paper in our primary operations and ensuring each work station has a paper recycling bin. As a result, we were able to recycle nearly 95% of our copy and printer paper ordered in 2010/2011. We have also received recognition as an Energy Star leader for our energy management program and have reduced our energy usage by 16% since the program began in 2008/2009.

As an office we try to use our resources responsibly and make daily choices that will help minimize our impact on our environment. We will continue to track and measure our progress.

## Case studies



### Celebrating Pride

In early summer 2011, Linklaters New York's LGBT Network hosted its second annual dinner in celebration of LGBT Pride Month, with members of a client's LGBT Network as our guests. The evening was an opportunity for us to enjoy spending time with colleagues and clients in a relaxed and casual setting and hear from a special guest speaker on recent legal developments affecting LGBT rights.



### Cultural dexterity

This year we launched an innovative office-wide cultural dexterity training program, focusing on how an inclusive working culture can assist in building relationships with our colleagues and clients.



### Pro bono support for community finances

Bethex Federal Credit Union is a cooperative community development credit union in the Bronx. It aims to bring low-income members into the financial mainstream, educating them in the use of thrift and credit, assisting overall community revitalisation, and encouraging member participation in the operations and management of the credit union. We have assisted them on matters such as evaluating and providing advice on documentation, policies and procedures supporting their business loan programme, particularly collateral security documentation and underwriting and approval procedures; ensuring compliance with New York State Energy Research and Development Authority requirements; providing guidance on the National Credit Union Association CAMEL rating appeal process; and researching the law applicable to repaying loans by the use of a credit card.



### World Environment Day

For the fifth consecutive year we participated in the United Nations Environment Programme's World Environment Day (WED). WED is a key vehicle which the office uses to raise awareness internally of our environmental impacts and to encourage sustainable behavior both in the office and at home.

