

## Linklaters and you – a strategic partnership

### Your trusted advisors on Operational Resilience

Your Operational Resilience framework needs to be embedded within BAU as soon as reasonably practicable. A transition period allows some extra time to complete the design and implementation process. We can help you use this period to plan, build and operationalise an approach which is fit for the future.

Linklaters provides a “one-stop service”, with multi-disciplinary teams used to working in partnership to give you access to the highest quality legal advice. Together with our specialist Legal Project Managers, we are used to delivering large scale transactions and transformation projects. We have a wealth of experience bringing complex materials together in a smart, market-leading way and delivering “end products” which are agile, maintainable and tailored to your business.

However, we are equally well suited to working side-by-side with a consulting firm in order to bring about change within your institution as part of a specialist implementation team.



#### Brexit and MiFID II

Our regulatory and product teams have been heavily involved advising banks and other financial institutions on the potential impact of Brexit and MiFID II on clients’ businesses. Through these projects and our ongoing advisory work, we understand many of the key services offered to clients and have insight into the people, process and systems dependencies within complex organisations.



#### Ring-fencing

Large multi-disciplinary teams acted to advise several UK banking groups on the structural changes needed to implement the ring-fencing requirements. The significant restructuring that was required to separate and/or transfer core banking services provided us with significant insight into the systems, processes, people and technology that are (amongst other things) required to deliver core services to customers, counterparties and suppliers. As a result we are well placed to spot key risks, interdependencies and to opine on regulatory sensitivities.



#### SMCR

We have unparalleled experience advising on the implementation of the SMCR across the financial services industry. We have helped organisations to map their business lines and governance arrangements and prepare Management Responsibilities Maps for the PRA/FCA. Through our advisory and contentious experience we understand the potential pitfalls for Boards and Senior Managers as well as regulatory expectations when it comes to delivering a transformation project. Our ongoing work with a number of firms means we have access to Senior Managers across the industry, enabling us to provide benchmarking and insights on peer approach.



#### Data and GDPR

We have advised on numerous multinational personal data compliance projects including for GDPR compliance. Amongst other things we have experience risk mapping the impact of key rules on clients businesses and through this work have insight into firms’ “end to end” service structure and data flows.



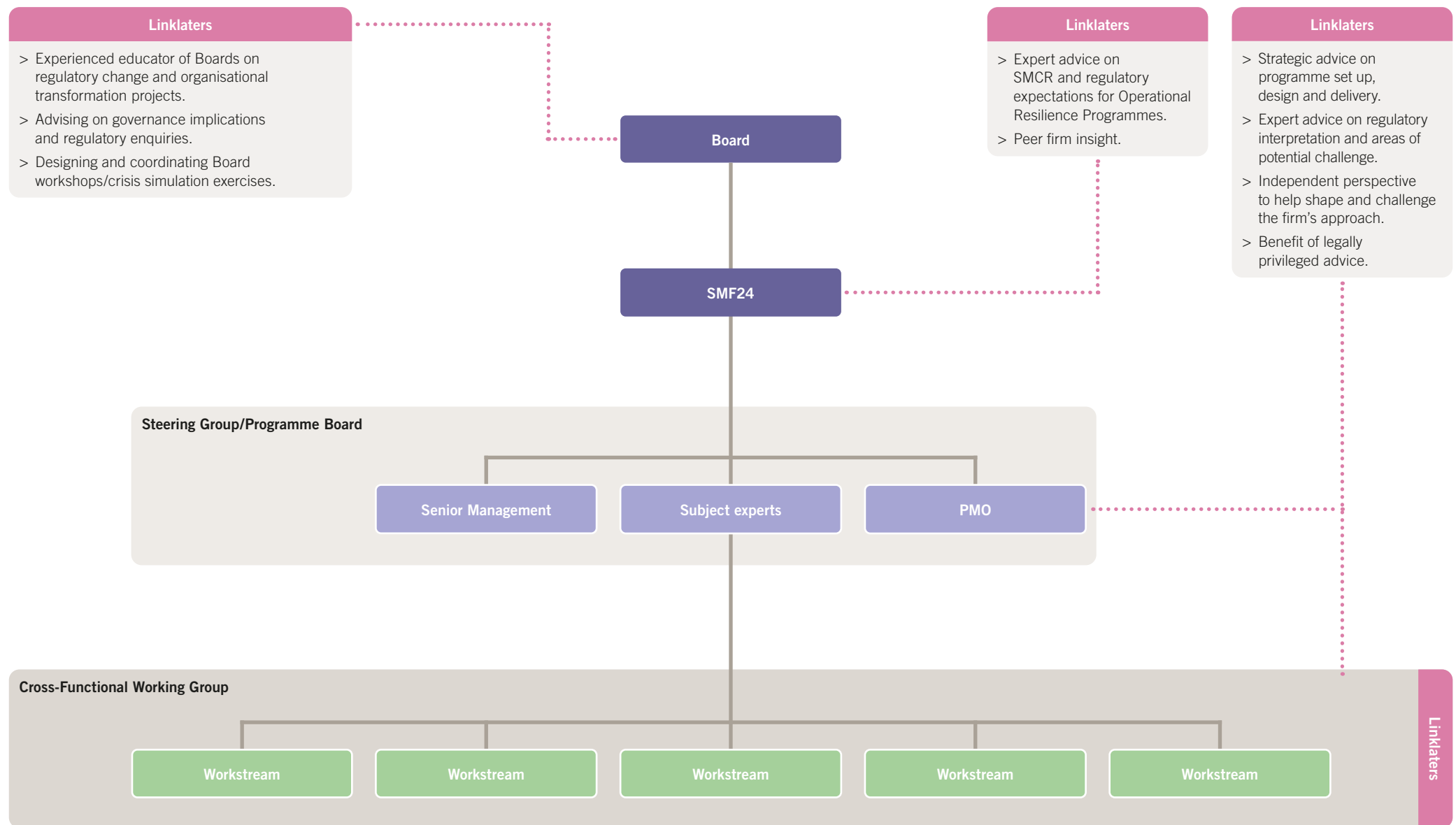
#### Contentious and crisis work

We have acted on a number of UK regulatory enforcement investigations on matters with direct relevance to the Operational Resilience agenda, including system failures, transformation projects, cyber attack and data breaches. Through our crisis and risk-advisory work we additionally work with clients to build Operational Resilience, respond to tech failures, improve cyber/data security, protect their intellectual property, engage with regulators across the globe and manage complex tech disputes (amongst other things).



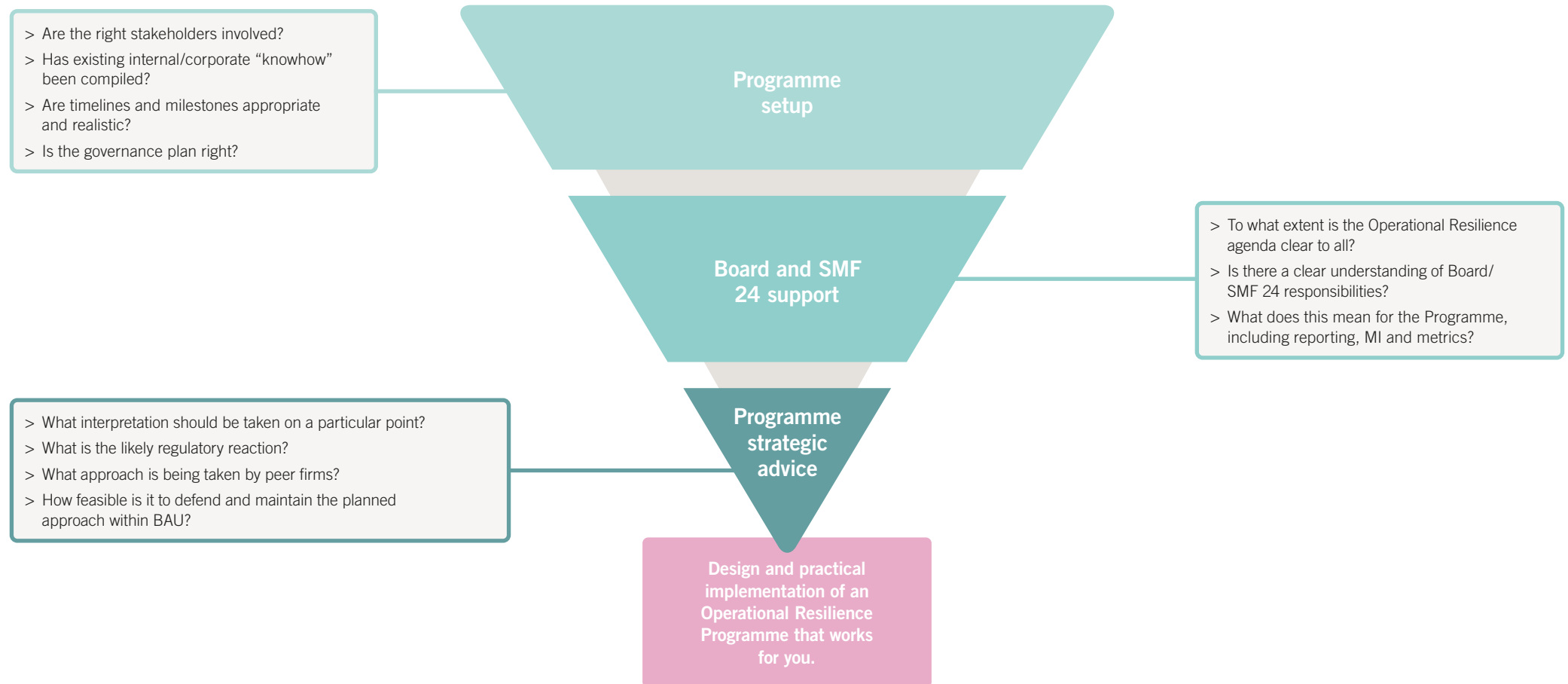
## How Linklaters can help your Operational Resilience Programme

Our strength and depth makes for a productive partnership across all elements of your Operational Resilience Programme.









## Setting yourself up for success

To minimise costs and disruption to your business, the aim should be to do things once and do it right. Ensuring stakeholder support and buy in at the outset of an Operational Resilience Programme is likely to be critical to success.



## Our role as your trusted strategic advisors

At the end of the regulatory transition period your Board/Senior Managers will need to articulate and justify your approach to the regulators. We can help prepare for this outcome and strengthen your programme's strategy and decision making from the outset.

 <b>Identifying business service</b>	What is your approach to identification? How are you deciding which business services to focus on?	 <b>Testing/scenario testing</b>	How are you justifying the approach? Are your design assumptions appropriate? Are stakeholders sufficiently engaged?
 <b>Mapping necessary resources</b>	How robust is your approach? Are you relying on existing analysis and documents in a smart way – noting the new origin and perspective of the upcoming rules?	 <b>Self-assess</b>	What is your approach to lessons learned? How will vulnerabilities be identified? What is your approach to investigation and documentation of findings?
 <b>Set impact tolerances</b>	How are you setting your impact tolerances? How do these compare to your peers and the market?	 <b>Communicate</b>	Are your communications strategies adequate? Do these take account of best practice?

## Your Operational Resilience team



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