

JUMP Wo.Men@Work Award 2019

Application Form

All candidates must complete the form below and send it to **award@jump.eu.com** before the **30th of November 2018**.

It should be a straightforward document in which you present your own case: the context, your initiative(s), your own role and that of others, the internal process, and finally the results of your actions and ideas. This document will only be read and evaluated by our experts and members of the Award jury.

Based on the received candidate dossiers, 3 finalists will be chosen by a jury of experts and inclusive leaders.

No matter whether or not you are chosen as a nominee (3), we will select some best practices from the application forms and promote them through our website and at the Award Ceremony

If your candidacy is retained as one of the three finalists:

You will need to foresee time for a quick **video interview**. This interview will be planned at your office in January (07/01 to 25/01).

It will be published on the Wo.Men@Work Award website and the public will then be invited to vote online from the 4 of February until the 22 of February.

The final award winner will be chosen based on an electronic voting system and of the final evaluation by the jury. The weighting of the electronic votes versus the judgment of the jury will be 1/3 – 2/3.

Each nominee will be invited to **meet the jury on the 28th February 2019 from 12.00 to 14.00**.

The Award ceremony will be held on the 26th March 2019 starting 18:00 at the Proximus Lounge in Brussels.

All three finalists will be invited to meet the Jury on the 28th of February from 12:00 to 14:00 and will need to be present at the Award. The Award Ceremony will close the JUMP Forum in Brussels on the 26th of March 2019.

Please save the dates: 28th of February from 12:00 to 14:00 & 26th of March 2019 starting 18:00

Part 1 Contact details

Name:

Meyring

First name:

Bernd

Position:

Partner, National Managing Partner

Company:

Linklaters LLP

Branch of activity:

Law firm

Full address:

Rue Brederode, 13 – 1000 Brussels

Gender f / m:

M

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bernd.meyring@linklaters.com

Part 2 Company information

Address of the legal entity in Belgium:

Rue Brederode, 13 – 1000 Brussels

Website: www.linklaters.com

Who is responsible for Diversity & Inclusion in your company?

Name and contact details (e-mail, phone number, ...)

Globally:

Kate Richardson-Moore, Head of Talent and Engagement

Email: kate.richardson-moore@linklaters.com

Tel: +44 207 456 4506

Locally:

Sabrina Mameche, HR Manager

Email: sabrina.mameche@linklaters.com

Tel: +32 2 501 94 80/ +32 495 91 47 67

Etienne Dessy, Partner, chair of Belgium D&I Steering Committee

Email: etienne.dessy@linklaters.com

Tel: + 32 2 501 90 69

Do you have a Diversity & Inclusion council or something similar?

Who is part of it? (number, gender, profiles)

Yes, we have a Diversity and Inclusion Steering Committee:

Etienne Dessy (M), Partner Corporate and Finance, chair of Belgium D&I Steering Committee

Bernd Meyring (M), National Managing Partner, Partner Competition/Antitrust

Françoise Lefèvre (F), Partner Dispute Resolution

Annamaria Mangiaracina (F), Partner Competition/Antitrust

Yves Moreau (M), Partner Real Estate

David Ballegeer (M), Partner, Corporate and Finance

Thierry L'Homme (M), Counsel, Corporate and Finance

Joanna Dreger (F), COO, EU Law and Policy Manager

Sabrina Mameche (F), HR Manager

We also have a Belgium Ally programme/network with about 50 people in our offices (Brussels and Antwerp) having a genuine interest in supporting various initiatives that are related to our five areas of priorities of diversity globally: Gender, LGBT, Race and Ethnicity, Social Mobility and Age & Life Stage. We have embraced this Ally programme/network as an integrated part of our local D&I strategy and to ensure internal visibility of the efforts made in creating an inclusive working environment. At Linklaters, we want everyone to be themselves at work. That includes ensuring that everyone feels included and valued.

Please add the following documents:

- Most recent Annual Report
- Social Audit Report (Bilan Social / Sociale Balans)
- Corporate Responsibility Report
- ~~For Belgian Public Institutions: CAF report~~

There isn't really anything close to an Annual Report (all our shareholders work for the firm).

We do file our audited financial statement (financial numbers) – you can see it here on the [UK Government database](#).

For CSR – we don't have a single annual document – instead our website contains all the most up to date information from the CSR team: <https://www.linklaters.com/en/about-us/responsibility>

As a participant of the UN Global Compact, we support the 10 principles of the Global Compact and are committed to making them part of the strategy, culture and day-to-day operations of the firm. We also commit to issue an annual [Communication on Progress](#), a public disclosure to stakeholders on progress made in implementing the ten principles of the UN Global Compact, and in supporting broader UN development goals.

This section of the website is a good outline of how we align ourselves to the UN Sustainable Development Goals: <https://www.linklaters.com/en/about-us/responsibility/sustainable-goals>

Linklaters is a leading global law firm, supporting and investing in the future of our clients wherever they do business. We combine legal expertise with a collaborative and innovative approach to help clients navigate constantly evolving markets and regulatory environments, pursuing opportunities and managing risk worldwide.

Our 5,200 people, of which almost half are lawyers, are located across 30 offices in 20 countries. Our lawyers specialise in industry sectors as well as practice areas across three divisions, Corporate, Dispute Resolution and Finance and Projects.

We want to be known as the 'best in class' firm for Diversity & Inclusion (D&I) – a diverse and inclusive culture where everyone feels they belong, and diversity is celebrated.

To help us focus and measure our D&I efforts, we have prioritized five areas of diversity globally: Gender, LGBT, Race & Ethnicity, Social Mobility and Age & Life Stage. Our work aims to ensure proportional representation of these groups and equality of opportunity in our workplace.

What we do in Gender:

To achieve our ambitions, we strive to identify those initiatives and actions that will yield the greatest impact for our firm and accelerate our progress towards becoming a diverse and inclusive workplace. We do this by talking and engaging with our people, rigorously scrutinising our data and holding ourselves to account to our values as a responsible business.

Notable internal programmes and initiatives include:

- > Gender Targets: We have set ourselves targets to achieve at least 30% women in all new partner elections and on the firm's Executive Committee, Partnership Board and in management roles.
- > Women's Leadership Programme: We developed our global Women's Leadership Programme to help us create a sustainable pipeline of female talent for Partner and Counsel roles in our firm. Every year, 1-2 talented female senior associates are attending the programme from the Belgium offices.
- > 'Stepping Forward' Coaching Programme: We developed this structured development programme for junior female associates, to help us retain and progress our exceptional female talent. This year 2 junior female associates have been selected to attend the programme from the Belgium offices.
- > Career Storyboard: We created this innovative workshop for our Partners to explore the career experiences of female talent in the firm. Using firm data and current research, our leaders deep-dive into some of the micro-inequalities that can affect female recruitment, retention and progression at the firm, and are then encouraged to reflect and discuss what they personally can do to mitigate these issues. So far, 100+ Partners in our London office have attended the workshop, and we are in the process of extending to other offices. The Partners in our Belgium offices will go through the workshop in the next Partners Away day planned in June 2019.
- > HeForShe Network: Our global network recognises men and boys as partners for women's rights, and acknowledges the ways in which they also benefit from this equality. Launched on International Women's Day 2018 globally and in our Belgium offices, men made public commitments in support of gender equality. During International Women's Day 2018, we build a commitment wall that is now displayed in our Restaurant where we are displaying the statements from International Women's Day, as well as giving our people the opportunity to write down a new commitment they want to make to creating an inclusive working environment in general.

Our highlights:

37% women elected in our 2018 partner elections

42% women on our Executive Committee

25% women on our Partnership Board

37% women in our Director Group

19 new Partners and 34 new Counsel are Women's Leadership Programme alumnae

While we are proud of what we have achieved in recent years, we know there is more to be done. We must continue to build on our efforts, to meet, and hopefully exceed, the ambitious objectives we have set ourselves. We would be delighted to talk to you about how we can work together to achieve our mutual goals in this space.

Gender distribution in your entire workforce in numbers

	2016				2017				2018			
	Number of Men		Number of Women		Number of Men		Number of Women		Number of Men		Number of Women	
	FTE	%	FTE	%	FTE	%	FTE	%	FTE	%	FTE	%
Executive/ Senior Management	25	89%	3	11%	20	87%	3	13%	20	87%	3	13%
Middle management	26	53%	23	46%	21	47%	24	53%	21	50%	21	50%
Junior management	25	45%	30	55%	37	48%	41	52%	42	52%	39	48%
Employees White collar	18	23%	61	77%	14	22%	49	78%	15	24%	48	76%

Internal promotions: How many men & women did you promote internally

	2016				2017				2018			
	Number of Men		Number of Women		Number of Men		Number of Women		Number of Men		Number of Women	
	FTE	%	FTE	%	FTE	%	FTE	%	FTE	%	FTE	%
Promoted to Executive/ Senior Management									1	100		
Promoted to Middle management	2	25%	6	75%	7	64%	4	36%	4	40%	6	60%
Promoted to Junior management	13	50%	13	50%	10	100%			14	64%	8	36%
Promoted to Employees White collar					1	100%					1	100%

What kind of Gender Equality Initiatives did your company undertake?

- Actions related to measuring Gender KPI's

Gender equality is one of our global priorities. Our Diversity & Inclusion strategy and five-year action plan flows directly from the overall firm strategy and has been informed by independent and internal research, and feedback from our people. This has been approved by our Executive Committee, endorsed by the Partnership Board.

We aim to achieve greater gender balance, setting our objectives as follows: 1) public transparency with aspirational gender targets for 30% female representation of our boards by 2018 and above 30% of new partners going forward 2) ensuring women have greater internal engagement opportunities through the Women's Partners Programme, Women's Leadership Programme (WLP), our new coaching programme for associates, and our Leaders of the Future and Global Talent Programme (GTP) for women in business teams 3) applying increased scrutiny to the gender mix of candidates at all levels during our recruitment processes, partner elections and promotion to senior leadership positions 4) ensuring that we change the narrative around gender equality so that men are engaged and not left behind; 5) being agile in our approach to working patterns and career paths; and 6) equalising benefits for working parents and carers.

We'll share data, celebrate role models, and tell stories to engage leadership and managers to increase understanding of the experiences of women throughout their careers, and equip managers with the tools to ensure that women progress.

We apply a gender lens to recruitment, progression, reward and attrition data, which we share with partners and managers to identify areas of concern. Our Global Engagement Survey is analysed by gender. Each group or function is provided with a detailed report and is held accountable for addressing issues raised. We measure success by comparing results from prior surveys and benchmark ourselves against other high performing organisations.

Our biggest challenge is women progressing to partnership and to the top management roles within the firm. In 2014, we set gender targets for 30% female representation in key management roles (as at 1 November 2018, 42% of our Executive Committee, 17% of our Partnership Board, and 37% of our directors and associate directors are women). In 2016, we developed a women partner development programme to support individuals with 5-10 years of experience at the partner level to assume key management positions.

Our target for new partner elections is for above 30% of new partners to be women each year (in 2018, 37% of new partners were women). Our Executive Committee reviews the partner slate with a gender lens; we've seen a shift in awareness and culture such that all members are challenging gender imbalance. Further down the pipeline, we're forensically scrutinising the gender mix of the talent pipeline.

We have a range of programmes focused on strengthening our talent pool including our Women's Leadership Programme for managing associates, and a career coaching programme for female associates, *Stepping Forward*, through which we ensure that women have engagement opportunities. Globally, 19 of our partners and 34 Counsel are alumnae of the Women's Leadership Programme. In addition, every year we invest locally in external talent programmes for talented female associates and are partnering and actively contributing to the Women in Law and Leadership programme (WILL) and the International Women Leadership programme for senior associates run by OSR.

This year we brought much of that data to life through our Career Storyboard, an immersive workshop for Partners, enabling them to see how the various micro-inequalities can affect female recruitment, retention and progression and highlighting the cumulative effect of everyday decisions on women's careers. In Belgium, we will run a local Career Storyboard workshop in the next Partners Away Day planned in June 2019.

Measuring our progress is an essential part of our approach to diversity at Linklaters. Here you can read our most recent reports on diversity and inclusion statistics:

<https://www.linklaters.com/en/about-us/responsibility/diversity-and-inclusion-at-linklaters/diversity-and-inclusion-reports>

<https://www.linklaters.com/en/about-us/responsibility/diversity-and-inclusion-at-linklaters>

- Gender Equality Actions related to Work Policies

Our fees and salaries are tied to levels of post qualification experience for lawyers (lock step) and seniority for the rest of the organisation. We also benchmark all of our fees and salaries against market data. Robust safeguards are built into our processes to identify and correct any inequality in pay.

Additionally, we analyse our work allocation and utilisation to ensure that there is parity in those processes.

Linklaters has a lockstep system in place which enables us to create a collegial and mutually supportive culture.

- Actions related to Equal Pay

Our fees and salaries are tied to levels of post qualification experience for lawyers (lock step) and seniority for the rest of the organisation. We also benchmark all of our fees and salaries against market data. Robust safeguards are built into our processes to identify and correct any inequality in pay.

Additionally, we analyse our work allocation and utilisation to ensure that there is parity in those processes.

Linklaters has a lockstep system in place which enables us to create a collegial and mutually supportive culture.

- Gender Equality actions related to Recruitment or Promotions

We have analysed data on our applications, ability tests and interview data to test the validity of those processes against performance data and identified whether any parts of the process had a bias towards particular groups. In response, we removed a test from the assessment process that was biased against women, as another comparable test without a gender bias and with a more accurate norm group already forms part of our screening process. As we are filling the present application, our Belgium offices are closing their recruitment season and we are privileged to welcome 27 talented Summer Associates in 2019 out of which 15 are female talented students and future potential for our offices and firm. As from September 2019, we will also welcome 12 new Associates in our practices out of which 7 are female lawyers.

In relation to attraction, we ensure there is a gender balance amongst our presenters at our job fairs and university employer presentations.

We apply a gender lens to promotion shortlists and increased scrutiny of the gender mix all the way through the talent pipeline.

We have a range of talent programmes to give women the visibility and sponsorship to progress. For example, in 2012 we developed our global Women's Leadership Programme to help us create a sustainable pipeline of female talent for Partner and Counsel roles in our firm. 19 new Partners and 34 new Counsel are Women's Leadership Programme alumnae. We now have a coaching programme for female Associates and our INspire minority ethnic talent programme. Crucially, none of these programmes are designed to 'fix' participants, but to give them a platform for success using senior sponsors and in the case of INspire, having those people's line managers join the programme. We ensure that a proportionate number of women are on our broader talent programmes such as the Managing Associate Development Centre (MADC) which is for those identified as having partner potential.

In addition to our work to increase the number of female partners in the practice and at board level, we focus on increasing the representation of women in Business Teams senior management. Some of the activities we're engaged in to help advance and progress women include Career Conversations for all staff to better manage progression. Our 'Leaders of the Future' programme takes our management talent in the Practice and Business Teams through intensive development initiatives aimed at up-skilling this cohort of individuals for future promotion. Our Global Talent Programme takes junior Business Team members through skills development sessions, secondments, mentoring and career progression plans.

We are always looking for new ways to remove unconscious biases from our processes. To this end, we have work allocation specialists in a number of groups in our Belgium offices. A review of the impact of this shows that we have smoothed associate utilisation, team members work with a greater breadth of people, associates benefit from pastoral care and can share their ambitions and preferences with the resource manager. All this is crucial for fairness of opportunity and visibility of women and other minority groups.

- Actions related to Gender Stereotyping

We deliver Unconscious Bias training sessions globally across the firm and to our clients and we do this to enable our people to understand the importance of our Diversity & Inclusion agenda, and the impact that each one of us can potentially have on other people's careers. The training has been delivered around our global offices, to ensure that everyone understands their responsibility to create an environment where everyone, regardless of their background and personal circumstance, can succeed. All members of our recruitment and interview panels must also attend this training.

In September 2018, we delivered in our Belgium offices our next phase of D&I training: "Building an inclusive culture: What's it got to do with you?" Our Inclusive Culture training builds on the concepts covered in Unconscious Bias training and covers themes such as:

- > what inclusive and exclusive behaviours and cultures look like
- > how we can be proactively inclusive
- > the impact of 'remaining neutral' and how to empower people to choose different behaviours
- > how to react differently in challenging situations

We launched globally our new Diverse Voices Reverse Mentoring programme in January 2018. The aim is to give our senior leaders an opportunity to build their awareness and understanding of different people's perspectives and experiences.

Reverse mentoring flips the traditional mentoring relationship model on its head, with junior mentors sharing their personal experience and insights with a more senior mentee.

For our pilot programme, we have matched 21 mentoring pairs, involving each member of our Partnership Board, as well as representatives from ExCom, the People Committee and the Innovation Committee. It is currently in its fifth month, with 21 pairs taking part in the pilot scheme.

- Gender Equality Actions towards Leadership Development

Senior management at our firm is equivalent to our partners in the practice and senior managers in Business Teams. We regularly discuss gender with the Executive Committee, who are accountable for the gender mix of the pipeline. Both the Executive Committee and Partnership Board have review of D&I every 6 months. In addition, our partners are given the opportunity to act as sponsors for women on the WLP, as strategic leads for the Women's Network, as well as ensuring that their groups understand and actively support gender equality. Partners build D&I into their practice business plans and many engage in internal and external focused panels, and thought leadership research.

We have two executive gender champions who are accountable for our gender action plan and driving cultural change in our organisation. Both are active in their role, from developing and leading women client events, to launching mentoring programmes and sponsoring our HeforShe supporters. They engage other partners and clients in supporting our gender agenda.

We endeavour to give all of our partners the skills to be inclusive and actively sponsor women, through training in inclusive leadership, sponsorship, quality feedback and career conversations, all of which are essential for the progression of women. This year we brought this to life in a workshop for our Partners to explore the career experiences of female talent in the firm. Using firm data and current research, our leaders deep-dive into some of the micro-inequalities that can affect female recruitment, retention and progression at the firm. They are then encouraged to reflect and discuss what they can personally do to mitigate these issues.

We continually upskill people managers through personal development training with D&I embedded into it. We've also delivered tailored D&I training followed up with support from HR, e.g. unconscious bias training for all partners specifically relating to appraisals and moderations prior

to performance decisions and meetings. Within Business Teams, elements of unconscious bias training are incorporated into our annual performance management upskilling meetings.

We continually upskill people managers through personal development training with D&I embedded into it.

We apply a gender lens to recruitment, progression and reward data, which we share with partners and managers to identify areas of concern. We analyse our engagement survey by gender. Each group or function is provided with a detailed report and is held accountable for addressing issues raised. We measure success by comparing results from prior surveys and benchmarked against other professional service firms' results.

- Other Gender Equality Actions taken

Intersectionality – Initiatives in place for diverse groups of women

We always convey the message of intersectionality and that no one exists solely in a single “strand” of diversity. We invite internal and external speakers to share their stories to provoke thought on how our individual perspectives and experiences are uniquely influenced by our fixed and unfixed characteristics. During our Diversity Week in September 2017, we invited in our Belgium offices speakers such as Alfiaz Vaiya (Anti-Discrimination and Racism Intergroup (ARDI) of the EU Parliament), Yentil Williams (Founder of the ACP Young Professionals Network) and Katrine Steinfeld (Gender Equality Officer – EQUINET) to discuss intersectionality in law and in practice.

Our 'Diverse Voices' Reverse Mentoring Programme gives senior leaders in our firm an opportunity to build their awareness and understanding of different people's perspectives and experiences. Reverse Mentoring flips the traditional mentoring relationship model on its head, with junior mentors sharing their personal experience and insights with a more senior mentee. We launched this with our Senior Partner (our Race and Ethnicity Champion), being mentored by a black female associate based in Dubai. The pilot programme has 21 mentoring pairs, over 50 percent of mentees are women, all of whom share their diverse intersectional experiences.

We're piloting our new INspire Programme, which aims to help the firm retain and progress talent from minority ethnic backgrounds and ensure that our working environment is inclusive. Participants and their partners and managers took part in the kick-off of the programme in October. We make it very clear that INspire is not about 'fixing' our minority ethnic population; it is designed to be a career accelerator in the same vein as our Women's Leadership Programme and an opportunity for the firm to learn more about race and ethnicity in the workplace.

We ensure that diverse women are visible in our global communications, inviting them to tell their stories. We are delighted that an increasing number of diverse women have done just that e.g. our LGBT Pride Video, which is the most watched film of the year and our 'Know My Name,

Know My Story' spotlights for our Diversity Week. We know that these stories matter to diverse women, giving them a range of role models. They are also increasing our people's understanding of diversity, how to be inclusive and an ally.

Every year we co-host events and collaborate across networks to appeal to diverse women and men. During our International Women's Day 2018 celebrations, we celebrated the women who make up 57% of our people working in our Belgium offices; we also invited Michèle Mees for a key note focussed on how we can create an inclusive and balanced organisational culture by developing feminine and masculine qualities. In February, we also had pleasure to have Dirk Van Gerven with us to share his views on gender equality in a professional environment. During our Diversity Week in September 2018, we had a session run by Alison Temperley, an experienced executive coach and lead coach on the firm's Women's Leadership Programme drawing on the research from her book *'Inside Knowledge: How women can succeed in professional services firms'*, outlining her 'Top 10 Career Tips'. For each tip Alison demonstrated why exactly this is important for women and how it may affect their career development more or less than their male counterparts.

Flexible/Agile working

Agile working is a key global priority in our firm strategy. We measure it in our Global Engagement Survey and are always developing ways in which it can be sustained considering the demands of time-based client facing work.

Over the years, we've introduced a number of initiatives to improve work/life balance. In December 2015, we asked our people to share their ideas via a crowdsourcing platform. This online conversation lasted for 72 hours, tackling of issues including work allocation and flexible working models. It resulted in new initiatives including increased holiday allowance, a sabbatical policy and a working from home policy.

Feedback from our online conversation highlighted the need to provide technology to enable flexible working. This year, we rolled out new technology and training to enable our people to work anywhere – a huge undertaking across our 29 global offices.

Now we are changing mindsets, empowering our people to embrace the technology and determine where, when and how they work. We emphasise that there is no one-size fits all approach to agility but that it is for everyone. To engage our leaders we held a panel session at our Global Partner Meeting and we ask our leaders to start with 'yes' to exploring agile working options and commit to valuing outputs over presence in the office. We have over 130 global Agile Working Champions who are actively challenging the status quo, sharing LifeStories to showcase the art of the possible and tips to make it work. Stories include interviews of a part-time partner, a lawyer who works remotely permanently, job sharers, Associates on an alternative career path model, and people working from home and on the go to balance their career and life goals.

We host regular calls with our Agile Working Champions and are working with them to develop an Agile Working Toolkit and training that truly meets our people's needs. This will be launched as a global agile working campaign in February 2019.

Family-friendly policies

We have a full suite of family friendly policies and benefits for parents; these are available through our internal portal. We have a range of family friendly policies and benefits: childcare options with a partnership with Bsit; flexible working options; maternity and paternity leave; co-parental leave; adoption leave and emergency childcare in partnership with Tempo-Team Childcare; coaching for maternity and Dads taking parental leave. Our Belgium offices have recently enhanced the support offered to parents with a new paid paternity and co-parental leave policy. The policy is LGBT inclusive, encompassing parents responsible for welcoming the child into the family but who don't take the primary parental leave (press release in preparation).

Our Working Families Portal contains guidance, tips and toolkits to help our people manage their life as a working parent and for partners and managers to better manage the careers of working parents in their teams.

In our Belgium offices, we have an internal Women Network of Associates to support our young mothers to manage competing demands and expectations between work and home. The network arranges regular informal lunches covering parenting. This network also contributed in developing a FAQ for young parents.

Inappropriate behaviour and sexual harassment

We're committed to ensuring a safe working environment, free from bullying or harassment. We have both a global and local bullying and harassment policy which sets out the responsibilities of individuals and partners and managers in reducing workplace bullying/harassment, as well as explaining what support is available. The policy is published on our intranet, is regularly referred to in core skills training for managers and in internal communications. Incidences of bullying and harassment are monitored by the Employee Relations team based in London.

We know that we must also ensure that our culture enables people to raise issues promptly, confident in the knowledge that they will feel supported and that issues will be dealt with swiftly, sensitively, and in accordance with our values and local law/regulation. This year we launched two new mechanisms to ensure that this happens: 1) SpeakUp, an external whistleblowing hotline which supplements the systems we already have in place to support people who raise concerns at work. It is currently available to everyone working in our Belgium offices and 2) Guidance managing relationships at work. This is not about prying into personal information; but about us acting as a responsible business by supporting our people through any actual or potential conflicts that may exist as a result of any relationship within the Firm.

There are a number of additional existing support mechanisms available to employees who experience bullying or harassment, including an onsite trusted person that employees can access directly in our Belgium offices which offers confidential, expert advice and emotional support for any employees should they have any personal or work-related concerns.

We have a number of training courses tackling inappropriate behaviour and 'banter' including our Inclusive Culture training which is being delivered globally and Speak Up, a session to give our people the skills to call out inappropriate behaviour. We organized both sessions in September and October 2018 in our Belgium offices and we have just launched, *In Their Shoes*, a mandatory eLearning course to focus on the positive behaviours that underpin our values and provides clarity on how concerns can be raised where unacceptable behaviour takes place.

Working with clients:

As a responsible business, it is important to us that we represent the diversity of our people, our clients and our communities, and that we create an inclusive culture in which everyone – regardless of background, identity and circumstance – can thrive.

Like most organisations we are on a journey to get this right. What we have discovered so far is that there is no one-size fits all approach – to be effective, you must consider local nuance, context and experience. We also understand that we can have vastly more impact if we join forces with businesses facing similar challenges. In this area, competition doesn't matter – to truly shift the needle, we need to talk, share and cooperate. We can indeed go further together.

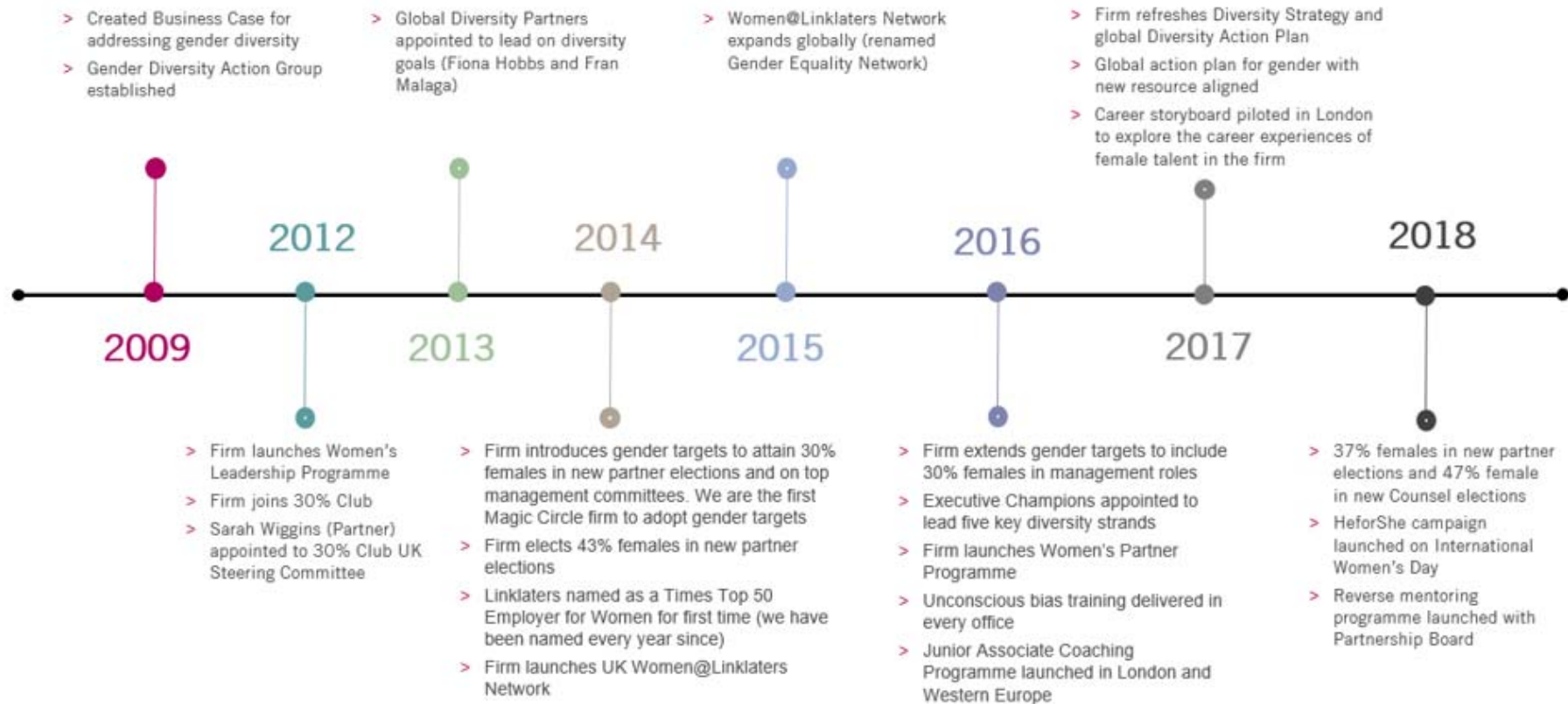
We are delighted to share what we have learned so far on our Diversity & Inclusion (D&I) journey and hopefully create a long-standing platform of mutual exchange and collaboration with our clients. We'd like them to think about utilising the D&I expertise in our firm to help them reach their D&I goals, create greater awareness for their people, and bring our two businesses closer together.

Working closely with our clients, our team is able to deliver training, consultancy, topical lectures and other awareness-raising talks to help develop the kinds of engagement with D&I that we have seen work. We've learned that customisation is key to the success of any D&I initiative, and as no business or industry is the same, our approach is to work with clients to create tailored and bespoke initiatives based on their needs and challenges.

Consistent with this approach and our willingness to engage with external organizations and clients, we joined forces with Open@work and hosted on 6 December 2018 an event in our walls inviting our audience to reflect on what it takes to create a truly LGBT inclusive culture where people feel valued and can realise their full potential.

Open answering, you have the possibility to document your Gender Equality initiatives (attach here or by email to: award@jump.eu.com) :

Linklaters' Gender diversity journey:



Part 3 : The personal contribution of the executive candidate

- Why is promoting professional equality between men and women in your organisation important for you?
- What kind of Gender Equality actions have you openly (visibly) supported and how?
- What activities or actions have you personally contributed in terms of Gender Equality inside your organisation?
- What activities or actions have you personally contributed in terms of Gender Equality outside of your organisation?
- What resistance did you encounter in your organisation and how did you overcome it?
- What lessons have you learnt along the way?
- Why do you think you will be a strong ambassador for this award? How do you plan to contribute?

A key aspect of my role of National Managing Partner in the Belgium offices, is to ensure we view diversity as an integral part of our culture and a business imperative to define diversity as valuing differences in thought and perspective, that we recognize that one of our primary strengths is our ability to attract, retain and develop the finest people from a range of backgrounds and experiences. Rather than being a sentiment or a notional requirement, diversity is at the core of our performance. Our vision is to have a firm - and Belgium offices in particular- that at senior levels (counsel and partners) reflects the gender-equal society in which we live.

To this end, I am very focused on integrating diversity into every aspect of our business, by investing in our own people and in the communities in which we work, and by partnering with our clients to achieve common diversity goals. As part of our commitment to ensuring that Linklaters achieves a diverse and inclusive culture, the Belgium offices have formed a Diversity Steering Committee to discuss, agree and take the decisions and implement the diversity priorities and initiatives described above for both offices. I've always felt strongly about people being fairly treated but I've become increasingly aware of the many factors

that can act as a barrier to this. As a member of the D&I Steering Committee, my role is to question things in a way I didn't in the past and feel a responsibility to ensure that more men, particularly in leadership positions, understand their role in achieving gender parity. Most of the resistance comes from people who sees 'gender' as a women issue and think this is a topic that should be addressed by women for women and about women. At Linklaters, one of the pillar of our strategy is to empower our teams and actively supporting and investing in both internal and external programmes such as WLP, Stepping Forward, INspire, WILL, OSR does not only give us the opportunity to empower 'women' but also develop, retain and progress talented female associates, and ultimately ensure there is a greater proportion of female partners to act as role models and mentors for the next generation. This type of programmes make a real difference and are important in helping our associates realise their potential and effectively manage their career progression. We must continue to motivate the talented women in our pipeline, as the path to partnership gets longer and narrower and female attrition remains a concern. My role is also to ensure the experience of our associates is consistent across the office in terms of recruitment process, appraisals, career conversations and feedback. One of the decision made during our last Partners Away Day in June 2018 was to ensure each women in our pipeline is matched with a sponsor – a partner based in different practice areas – and have male partners spending time supporting the development of women in our talent pipeline and set aside time to guide these talents. I am personally an active sponsor of 2 female associates who were selected this year to participate to the WLP, MADC and Stepping Forward programmes. This opportunity does not only give me the chance to make a difference to an individual and the firm, it also gives me a broader understanding of the issues women can face in developing and progressing their careers and learning about the experience of a female associate, sharing knowledge, skills, information and perspective on the firm, assist my sponsees to create, develop and promote their personal brand, helps them network with a wider group of stakeholders across the firm and acting as an ambassador internally and externally. Today, I am very proud to share that our talent pipeline on track for partnership towards 2024 is a 50-50 balance in males and females.

One of the lessons I have learnt along the way, is to ensure we include men in the conversation and in the initiatives we are organizing in our offices and see gender equality as a business imperative rather than 'fix the women' project. Today, we need to articulate clearly to our people and business why it is key for our business to adapt and what the vision of success looks like to us rather than build more frustration than progress and alienate the people it needs to address.

In order to continue to progress in achieving greater gender balance in our firm we need to continue to thrive to integrate it as a strategic priority and business goal and not see it as an HR issue.

For all these reasons, I believe I can be a strong ambassador for this award and I truly believe that diversity in opinions and ways of thinking is crucial to the success of our business today and we should leverage on those differences to foster growth rather than limit it.

All questions are open answer possibilities

Please send this completed form before 30th of November 2018 to award@jump.eu.com
To reach us: 02/346 32 00