

ALLEN & OVERY



Alumni Yearbook 2015

The many faces of success

THE MANY FACES OF SUCCESS



Editor's choice:

18

Building castles in the sky

Meet alumna Kiran Scarr: she's helping build Burj 2020, one of the world's tallest towers, in Dubai. As General Counsel at Dubai Multi Commodities Centre, she thrives on the challenge of dealing with the unexpected.

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22

A man with a plan

Lawyers with knowledge of regulatory matters are in demand in the modern banking sector. That's where alumnus Frank Lennox-Hennessy finds himself, but he never lets the pressure get to him.

42

Agile for life

People at firms like A&O are increasingly looking for ways to balance their working lives with personal goals. Agile working is the latest approach to this conundrum. Seven alumni, A&O staff members and Peerpoint consultants share their solutions.

Creating this edition of the Alumni Yearbook has been a particularly rewarding experience, thanks to the willingness of so many people to share their ideas about success – the theme of the yearbook this year. Our focus is not on the success of law firms – although we do cover the success of Allen & Overy in our interview with David and Wim – but of individuals. What makes a successful law firm partner or employee? How do we define success? What happens when we don't achieve it? What happens when we do? What part does the firm play in our success?

One may ask why this year's theme appears to be such a philosophical one. The reason lies in the Alumni Network's objective to help our members develop a lifelong affinity with the firm; a relationship that goes beyond their period of employment. When people leave, we want them to view their time at A&O as a chapter in their story of success, and to take their positive experience within the firm into their future careers.

To gauge your views on this issue, we conducted a survey of our alumni in May. More than 230 of you took the time to respond – we are grateful to you all. Some of your comments are included on pages 26 and 27.

A striking feature of the survey was the response to the question "Has your time at Allen & Overy contributed to your success?"

to which a remarkable 95% of you answered "yes". It seems clear that the time people spend at the firm plays a significant role in their future success.

Respondents spoke of the work ethic of the firm, the excellent training, the quality of the people, the cutting-edge experience, the confidence that the firm had given them, and the strong friendships that they had made with both colleagues and clients.

In addition, many took the view that 'success' for an individual encompasses the whole person, in all areas of their life. Achieving a good work/life balance or integration is seen by very many as being a key factor in enjoying a successful life.

To take the discussion further we asked a group of managers, mentors and coaches with experience in the legal profession to share their definitions of success in a roundtable discussion. This is featured on pages 12-17, but you'll find others contributing to the debate in articles throughout this edition.

Every year, our alumni surprise us with their stories. This year, they have shown they are as capable of innovation in their career choices as they are in the work they do: portfolio careers, career breaks, flexible working, charity sector involvement and returns to law – all of which are featured in these pages. Through Peerpoint (page 51) and a new initiative called 'I'm Back'

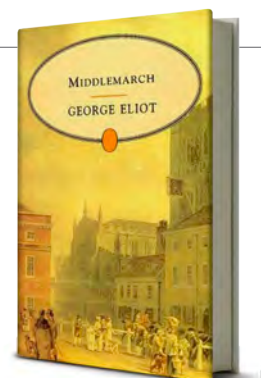
(pages 52 and 53), A&O remains at the forefront of providing expansive work opportunities to help talented and flexible people achieve success.

I hope this year's yearbook gives you as much pleasure in reading as it gave us in its creation.

This will be my last message as editor-in-chief and chairman of the Allen & Overy Alumni Network. After almost ten years of the most tremendous fun, challenge and opportunity for creativity, all the while working with a delightful and outstandingly professional team, it's time to step down. To every one of you with whom I have corresponded or met in this role, may I wish you... success. ●

Alex Pease

ALEX PEASE
CHAIRMAN, ALUMNI NETWORK



► *Success and happiness: what Dorothea in Middlemarch might have said about it - see page 17.*

ALUMNI YEARBOOK 2015: THE MANY FACES OF SUCCESS

Celebrating the achievements and sharing the aspirations of A&O alumni around the world.



32



◀ *Emma France left A&O knowing she wanted to change the world. mothers2mothers is a step toward that goal.*

4

The secret of our success

David Morley and Wim Dejonghe look back on eight years of working together as senior and managing partners respectively and reflect on what success means to the firm and to them personally.

12

Success is a many splendored thing

What is success? We invited a group of A&O alumni, lawyers and external consultants to mull over that question. They concluded there is no single correct answer, especially with today's hectic lifestyles.



18

Building castles in the sky

Meet alumna Kiran Scarr: she's helping build Burj 2020, one of the world's tallest towers, in Dubai. As General Counsel at Dubai Multi Commodities Centre, she thrives on the challenge of dealing with the unexpected.

22

A man with a plan

Lawyers with knowledge of regulatory matters are in demand in the modern banking sector. That's where alumnus Frank Lennox-Hennessy finds himself, but he never lets the pressure get to him.

26

What is your definition of success?

In May 2015, we conducted a survey among registered alumni. We asked: "What does success mean to you?" A selection of the responses shows it's not a question you take lightly.



28

From the heart

People leave A&O to pursue many opportunities. Some of the most inspirational follow a vocation or develop a charitable aspect to a novel business idea. Guy Livingstone and Emma France (née Strang) are two of them.

34 Hitting the ground running

Johannesburg, this year's featured A&O office, celebrated an anniversary in October 2015 – its first. Some of the people involved reflect on this achievement.



40 Alumni Network benefits

A&O Alumni Network members have access to a wide range of benefits, services and discounts.

42

Agile for life

Some people at A&O are finding success in giving substantial amounts of time to the achievement of personal goals, whilst also pursuing a career in law, but it requires agility. Seven alumni, A&O staff members and Peerpoint consultants share their solutions.

52 Coming back to the law

In a ground-breaking move for the legal sector, A&O is helping senior lawyers who have taken a career break restart their careers with a pilot project called 'I'm Back'.

54 In memoriam

Remembering Angus Hewat, Jonathan Horsfall Turner, Philipp Wahl, Sir Christopher Walford, Marta Bertrán, Keith Dempster, Fairlie Hopkin, Jo Baker and Patricia Heatley.

58 Your network

Alumni Ambassadors, a global alumni reunion, a mentoring programme – some of the initiatives introduced in response to the 2014 global alumni survey.

58 Index

▶ *Frank Lennox-Hennessy believes harvesting the benefits of different cultures takes close attention to individual nuances.*



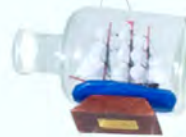
22

▼ *Reducing her targets means Rachel Paris can be available to her children without feeling she's letting her partners down.*

49



THE SECRET OF OUR SUCCESS



For the past eight years, David Morley and Wim Dejonghe have worked together as senior and managing partners respectively to make A&O one of the most successful law firms in the world. In David's last year as senior partner, they reflect on what success means to the firm and to them personally.

▶ *David and Wim: "We challenge each other, but we share a vision of what we want to achieve for the firm, our ambition and our desire to see the firm move forward."*





David Morley

Senior Partner

A&O: 1980-Present

With record financial results, the firm has been more successful than ever in 2015.

What does it take to become a highly successful law firm?

David: A successful firm needs momentum, energy and drive. It comes from all the staff, not just the partners. You need to create that sense of momentum and drive by having a clear sense of direction, of what you want the firm to achieve, and the ambition to achieve it.

Following the financial crisis, a lot of our competitors went into consolidation mode. They didn't expand their operations or invest for the future. Instead, they cut back and reduced partner numbers. We decided to take a counter-cyclical approach on the basis that downturns don't last forever. Over the past seven years, we've grown our network and partnership, which is in quite stark contrast to what most of our competitors have done.

Wim: I agree. I often say there's a direction of travel that the firm needs to take, but that ownership needs to stay with the partners. And then there's the basic sanity that every business needs – there's never an excuse not to manage your costs.

What gave you the courage to go against the trend for consolidation?

Wim: When the global financial crisis hit, people focused on saving cost. We did that too but, if you only do that, there's no investment. I think the key is to find the right balance between being careful when the markets go down, but at the same time not forgetting the longer-term picture which is that you need to invest. If the current boom continues, people will lose sight of the cost side. You need to go steady through the waves, and yes, you adapt a bit, but never lose sight of either short-term costs or long-term investment.



What are you doing to build on 2015's success?

Wim: Keep on going. Just keep on going. I think, personally, we should be more ambitious than we are. Yes, we've done well, we're growing and have taken market share, and we've probably out-performed most of our competitors, but that's not the end of the road. We need to constantly challenge ourselves.

David: There is no end. It's a journey without end.

What is your long-term vision?

Wim: Global dominance! We want to be number one in every market in which we operate: geographically, product-wise and so on. We shouldn't settle for third or fourth best. The risk of success is that often people become complacent.

David: You want to be the market leader in all the areas in which you choose to operate. No one's pretending we're there yet.

If you went back ten years, we were, by some distance, the smallest of the Magic Circle, leaving out Slaughter and May which had a different model. It was a noose around our necks, as you're always in danger of dropping out as a competitor and you're competing more on price. You don't have the same profile, or number of deals, or resources. We're not a regional or boutique firm, so our place is as part of the global elite at the top tier, which is a very competitive place to be. Everyone wants to be in that space, so you have to be running fast just to stand still.

You opened an office in Seoul in 2015. What other initiatives are you taking to build up the firm?

Wim: The resourcing model is changing. With Peerpoint, the Legal Services Centre in Belfast, our Project Management Office, flexible and agile working, there's a growing shift to how we resource matters. That will continue. We're working on new collaboration technology where you can come into an office with a tablet, dock it and stay online, whether you're at your desk or in meetings. You don't have to log in and out so you can stay connected wherever you are.

The business is becoming more flexible and agile. We should create a platform where people can choose which way they want to work with us, rather than being told: "You're an employee. You need to be in the office between these hours."

David: What we see is the whole business model changing for us. This maybe won't be the case for every law firm, but we want to be at the forefront of the way in which legal services are being delivered.

I think many clients are frustrated with the inability of the traditional law firm to flex to their changing needs. Of course there's always going to be a need for the firm that can do a mega M&A deal at the drop of a hat, or throw 100 lawyers at a litigation overnight, and I hope we get more than our fair share of those.

But there's a whole other hinterland of work which is just as important to the client – sometimes even more important – which can be just as profitable for us, if we can get the delivery model right. We're experimenting with some of those at the ►



"If we want to defend and grow our market share, we need alternative models where we can do all the work our clients need us to do."

WIM DEJONGHE

moment. They won't necessarily all work, but the early signs are very encouraging.

Does that delivery model include Peerpoint?

David: Yes, we're now up to 90 consultants since Peerpoint's launch in 2013. That's quite a large law firm in its own right.

Wim: And there are 90 lawyers in Belfast too, where the Legal Services Centre has been a huge success. Adding the two together, at 180 lawyers, it's a big operation, offering two alternative delivery models.

Are you rolling Peerpoint out to more offices?

David: Yes, we're already in Hong Kong and exploring how we roll out across the region including Singapore and Australia.

Wim: And we're looking at other places too but haven't decided just yet.

David: It's a completely new business that we're starting from scratch. We're bound to make some mistakes, but with every day that goes by, we learn a bit more about it. I've heard other law firms say: "Oh well, it's a bit like software – you don't want to buy the first version. Wait until someone else has tried it and ironed out all the bugs." I understand that attitude, but I think it's a mistake. The pace of change is accelerating and by having the courage to introduce new initiatives like Peerpoint, we're learning how to do it. If you haven't been through the process, you're just not going to have the same insight. You'll be playing catch-up.

A lot of law firms are saying: "We don't do commodity work, we only do the high-end work." If you stick to that principle, you can't build up the same relationship with the client, and when the amount of high-end work shrinks, you've surrendered your entry ticket to the game.

Wim: This is not the end of it. More than half the partners in London have used Peerpoint consultants in the first year, so there's a need. We now have blue chip clients using it and that's increasing. If we want to defend and grow our market share, we need alternative models where we can do all the work our clients need us to do. The only alternative is to allow your market share to shrink, which means you will become less relevant.



▲ *DAVID: I'm going to take a year off. I've got a few things planned for 2016 to decompress from A&O.*

▲ *DAVID: I'm very proud of my family. I have four children. If I've achieved nothing else, I have achieved that.*

David, it's your last year as senior partner...

David: I know. You can hear the cheers.

What have been your proudest moments, both in your career and personally?

David: Honestly, my proudest time at A&O was when I was made a partner. I always felt, from the day I joined the firm, that this was the right firm for me. I was surrounded by people I enjoyed working with, doing great work with fantastic blue chip clients. Being made a partner was more significant than any other step I've made in my career. On a personal note, I'm very proud of my family. I have four children. If I've achieved nothing else, I have achieved that – putting four human beings on the planet.

Wim, what will be your lasting memories of David's time as senior partner?

Wim: For me, it's the teamwork. I think we've managed to work as a team quite seamlessly. We instinctively agree. I was also lucky that David was my predecessor because the first thing he did when I got elected was to disappear to New York and leave me for three months. That forced people to come and see me rather than him and was a very smart move, because I was able to get my feet under the table.

What were you doing in New York?

David: Hiding! Not really. During my career as senior partner, I've done spells of three or four months in overseas offices to see the firm from different points of view. It wasn't just New York; I've done similar periods in Germany, Asia and so on. However, I can honestly say that the last eight years have been the most fulfilling of my professional career because I've been working with Wim. It's just such a pleasure when you're working with somebody like-minded. We don't agree on everything...

Wim: We definitely don't.

David: And we do challenge each other, but we share a vision of what we want to achieve for the firm, our ambitions and our desire to see the firm move forward.

What's been the biggest disagreement?

Wim: His pink shirts – they just hurt your eyes.

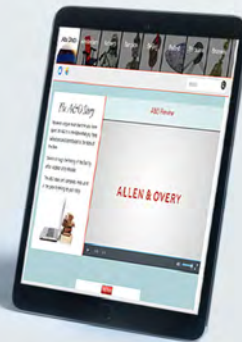
David: Yes, he's got a big hang-up about that. In truth, I don't think we've really had a fundamental disagreement. There have been times when we've come at something from different angles, but we've always been able to sort it out.

What does it take to be successful at A&O?

Wim: In the end, it's about being able to work in a team. We're more team-oriented than most firms. Then it's about resilience, energy and wanting to challenge yourself. ▶



Wim Dejonghe
Global Managing Partner
A&O: 2001-Present



▲ *DAVID: People are now connected to work pretty much 24/7. The old culture of presenteeism... that's almost totally gone.*

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"Our employees own their careers. They want to succeed in their careers, so let's provide them with a platform where they can thrive professionally and combine that with whatever interests they have in the rest of their lives."

WIM DEJONGHE

David: You've got to have drive and, as Wim said, you've got to be prepared to challenge yourself because it's not an easy career. If you want to succeed, you've got to be prepared to get out of your comfort zone. The other thing that's important is that you've got to have control of your ego. This is not a place where people with massive egos tend to succeed. They may be brilliant individuals and get on very well in some other firms, but not here.

How are you enabling people to be successful in both their personal and professional lives?

David: There's been a revolution in people's attitudes to this and a recognition that the contract has changed. People are now connected to work pretty much 24/7. The old culture of presentee-ism, of leaving your jacket on the back of the chair to make it look like you're still in the office, that's almost totally gone. We've recently introduced a new approach to informal flexible working in our London and Belfast offices. There's no rulebook; it's based on mutual trust and a set of simple principles to help guide our people who may decide to work from home, or an alternative secure and suitable workplace, when it is practical to do so.

People want to work differently. They want to work more flexibly and have more control

over their lives. That's a very rational choice. It doesn't make sense any more, with the technology we have, to drag yourself in an hour and a half on the train each way, which is a big part of your day. Sometimes you'll need to, but other times you won't. We have a highly skilled, highly motivated workforce. Let's trust them to make the decisions.

Wim: I had a conversation with a female lawyer recently. She left us because of work pressure and family and then came back. She said: "My life is about family, work, hobbies and friends. I've always made the mistake of trying to segregate family and work, and that put a lot of pressure on me because when I worked I didn't want to be bothered with the family, and when I was with the family I never wanted to receive calls from work. Actually now, I want to live my life every day and my life means all of the above. Now, I don't care whether I'm at home or at work; when there's an emergency with my family when I'm at work, I'll deal with it. When there's an emergency at work when I'm with my family, I'll deal with it." That kind of nails how attitudes have changed. Why can't we just say "Fine. This is the way it should be?"

Our employees own their careers. They want to succeed in their careers, so let's provide

them with a platform where they can thrive professionally and combine that with whatever interests they have in the rest of their lives. That is where the future is, and that is how we will retain talent and attract the best people.

David: If we don't have the best people, it's game over.

What is your definition of success?

David: Success is about adding value to people, whether that's helping your children fulfil their potential or helping partners, associates, staff and clients achieve their goals.

When you take a step back and reflect, there are more than 5,000 people in the firm, most of whom are the primary breadwinner for their family. There are a lot of people who, ultimately, are dependent on the success of this firm. That means we touch a lot of lives with the work we do and the impact we have. I want to leave this place better than ever.

Wim: In professional life, success is being able to make a difference. It's defining a direction of travel, making sure you can adapt to changing circumstances, reach milestones and stay ahead of the game while doing it.

Another element is to be able to do all that as a team in which each member contributes to the best of their abilities. Success is always greater when it's collective success.



"Often you learn more from the failures than the successes. It's hard for lawyers to understand because we're risk averse by nature."

DAVID MORLEY

What advice would you give to a 25 year old version of yourself today?

Wim: I'd be more confident taking initiatives, looking for opportunities and building relationships. I think our young people underestimate the importance of the relationships they build at their age. You're probably a bit too cautious at 25. If you have an idea, discuss it with your team and just pursue it. Have a go at something. If it works, it works. If it doesn't, try something else. I had an email from a German PA yesterday about the staff survey and I congratulated her for reaching out and sharing a concern. It's great – people should do it more often.

The second piece of advice would be to learn your craft. There isn't a successful lawyer in the world who doesn't work hard. The best lawyers, the ones who make it look effortless, are often the ones who've worked the hardest.

David: I agree. If you don't enjoy it, get out early. It's too demanding not to enjoy. In addition, all experience is good experience. Even if it's not always that successful, often you learn more from the failures than the successes. It's hard for lawyers to understand because we're risk averse by nature. I could have taken more risk in terms of variety of work, or living abroad.

The other thing I would say is to speak up. A lot of younger staff and lawyers can be

deferential and worried about saying the wrong thing. You'd be surprised at how much, particularly in a firm like this, the partners are interested in what you have to say because they know you've got new ideas, new ways of looking at the world and we need to be accommodating.

So what's next, David?

David: I'm going to take a year off. I've got a few things planned for 2016 so I can decompress from A&O and then I'll decide what's next.

How has your definition of success changed?

David: When you're younger, you're perhaps more focused on the shorter-term measures of success – getting the next promotion, the next pay rise, the next deal. With age comes perspective. I don't remember as a young lawyer ever thinking that I wanted to be senior partner of A&O.

Wim: People ask me how I planned my career. I didn't. I went through various jobs and took opportunities. Your target-setting definitely gets broader with age. Now I look at the success of the firm and the individual members of the firm and that's my personal benchmark of success. ●



▲ *DAVID: I could have taken more risks in terms of variety of work, or living abroad.*

SUCCESS IS A MANY SPLENDoured THING

Success, the theme of this year's Alumni Yearbook, is like a diamond: it has many facets. This is particularly so when applied to individuals, and relevant for the Alumni Network. Success, it turns out, isn't just about your career – it's about your whole life.



PARTICIPANTS

- ▶ **ED BARNETT**
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Alumnus, former partner
- ▶ **RACHEL BRUSHFIELD**
Career strategist and coach and head of EnergiseLegal
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- ▶ **JONATHAN LAWRENCE**
Alumnus, former associate, now partner with K&L Gates
- ▶ **ALEX PEASE**
Alumnus, former partner, chairman of the Alumni Network
- ▶ **BOB PICKEN**
Alumnus, former associate, now faculty at BPP University Law School
- ▶ **JON STOKES**
Psychologist, leadership consultant and director of Stokes & Jolly Ltd
- ▶ **KAREN SEWARD**
Partner and head of Litigation, London
- ▶ **JEREMY THOMAS**
Alumnus, former partner, now coaches lawyers in his own firm, Outside Insight ▶





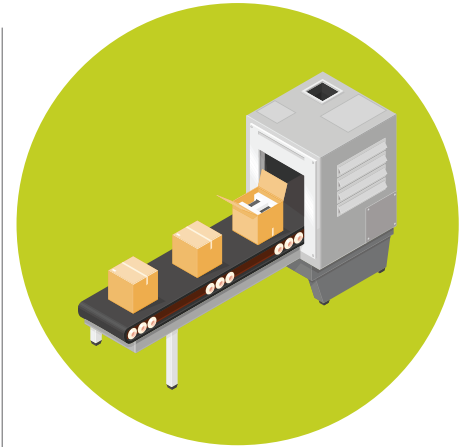
Our alumni have all had the experience of working at a successful law firm – the one thing they have in common is that they have all worked for Allen & Overy. But what do they personally see as success from the perspective of looking back over their whole careers?

To get clarity on this issue, we conducted a survey of our alumni in the spring of this year. Then we invited a group of people experienced in management, mentoring and coaching – lawyers, support staff and external consultants – to come to our London office in early September for a roundtable discussion on the findings of the survey. This is a summary of some of the key points which were discussed or came up in the survey.

Knowing what motivates you can help

guide you toward success. Motivation can come from honouring your own values, seeking balance and fulfilment, outperforming your expectations of yourself, knowing yourself and your purpose, and myriad other things.

That can be difficult for a younger generation who have not yet had the life experience to be able to reflect on what they want and who they are. “So their definition of success could easily be determined more by external factors and what is viewed as a successful career,” said Bob, or, as Alex put it, “other people’s ideas of success.” That won’t wash with the generation known as millennials because, in general, they do things their way. “They won’t compromise, as perhaps our generation did,” said Karen. “I like to call them YOLOs – ‘you only live once’ – because they apply that principle to the way they live.”



“SWEEPED ALONG” THE CAREER CONVEYOR BELT

With the benefit of hindsight, some older alumni recognise that their career paths were set in large part by what other people expected of them. That was Jeremy’s observation. He said he would have had “a more rounded life” had he not been “swept along” a predetermined career path.

It may be, however, that hindsight is a mixed blessing. “Young trainees don’t necessarily see it that way,” said Tom.

Nor is it as easy to be swept along today, because the conveyor belt doesn’t exist any more in international law firms. Partnership, the traditional mark of success, is a tougher goal. Equally, as Ed saw it, today’s trainees, at age 25-26, “will not get swept along. They don’t necessarily want it, or want it in a different way. They have a different mindset.”

◀ **JEREMY THOMAS**
Alumnus



▼ **KAREN SEWARD**
Partner



▼ ED BARNETT

Partner



DIVERSITY, INCLUSION AND AUTHENTICITY

But even if you work out who you are and what matters to you, this may not be something that you can share with others at work. “A lot of people put on a brave face at work,” said Karen. Irrespective of whether they are part of an identifiable minority, such as the lesbian, gay, bisexual and transgender (LGBT) community, “they just feel they are expected to be someone else.”

Work at law firms in recent years to embrace inclusion has improved things, states Jonathan, and given firms another way of distinguishing themselves when competing for talent. But people may still feel uncomfortable about being themselves – being authentic – at work, and the internal monologue about “coming out” is energy wasted from the business and from your life every time it comes up.

Karen said one mark of a successful workplace “is if you can find that culture where everyone feels comfortable enough to be authentic.”

The group was reminded of what author Robert Holden said about “sacrificing that which you most value” in pursuit of goals: can achievements gained at such cost ever be considered success?

CHALLENGE AND EMBRACING FAILURE

Can failure contribute to success? From Tom’s perspective, failure has to be considered “very much part of the road to success”. Failure shouldn’t necessarily be seen as a roadblock to progression; it should be part of embracing how demanding the job can be.

Jeremy said he would say to any young person today, if there’s something you really want to do, have a go now “because you can fail and start again at 25.”

But what if you don’t make it to partnership? Law firms have a challenge with younger generations, in finding ways to nurture, engage and incentivise them. Success needs to be redefined because, especially for younger people, in fact it’s not just about making partner.

NEW CAREER CYCLE

“I’ve always found the law model of success completely illogical,” said Rachel. Losing good people, because they didn’t make partner or for other reasons, is not just a huge drain on resources: workforce planning and talent management become much more difficult.

One of the challenges of talent management is dealing with the expectations of younger people coming into a profession with a business model that hasn’t changed for 15-20 years. Many lawyers are “wedded” to it, but it may no longer be fit for purpose. Focusing everything on one point in your career – making partner – may not be appropriate either, suggested Jeremy.

Perhaps the long career cycle needs to be changed to a short cycle where success can be achieved in two or three years, “and off you go.”



STUDENTS MORE SAVVY

This matches in many respects the expectations of today’s law students. Bob said students are much clearer about their career prospects than previous generations were. “A lot say they’ll work for a firm for a few years and see what happens, aware that it might not be for them.”

They are still prepared to work their way up the pyramid, but partnership is an objective for a smaller proportion of today’s students.

An answer could be creating alternative career structures. Tom singled out Peerpoint as an alternative that in five years “will be seen as a transformational moment” for A&O and those who have chosen to join it.

One reason that Peerpoint is an idea whose time has come is a change in social norms that enables men to speak more freely about their emotions. Perhaps men can take something from women’s ability to state that achievement at work isn’t the most important criterion for success in their lives. ►



BALANCE AND INTEGRATION

But how do we manage to live in a way in which work and home life can be balanced? Balance is easy to aspire to and almost impossible to achieve. “People need to keep things in perspective,” said Alli. “You can only try to be the best you can be. Sometimes you’ll fall down and fail but that’s okay – it happens to everyone at some stage.”

The expression ‘work/life balance’ suggests for many a perfect world in which you can fit your work and personal lives together in harmony. But the reality is that sometimes you’ll feel more like being in a whirlpool than in balance, said Alex. “Balance all the time is not attainable. I think it’s more helpful to talk about work/life integration.

“There needs to be a relationship between work and home life which enables you to discharge your duties to both sides. That will require some negotiation at home as to what



is acceptable and will involve setting priorities and building some boundaries. Even if you’re unable to implement them all the time, an exercise of this kind can go some way to building an acceptable basis for integrating work and life.”

Ed recognised the importance of family and friends in helping him integrate his values. “One of the things I fall short on is balance. The people close to me know that.” Their support helps him juggle the different roles in his life.

Tom said a firm has an important role in helping its people find a way of managing the relationship between work and home life. “I think it’s getting better,” he said. “We live with each other far longer than we do with our own families, and we’re very intuitive. There’s always more that we could do to care for those we work with. How many times do we hold back from saying ‘Are you all right? What’s going on?’”



MENTORING AND PARENTING

Is mentoring the answer? Should people expect to have a mentor?

Speaking as a psychologist, Jon said ‘professionalising mentoring’ doesn’t work. It tends to appeal only to a minority. He suggested senior people in any organisation should take their ‘parenting’ responsibilities more seriously.

“Professionals don’t like intimacy,” he said. “They’ve chosen a way of life that’s not emotionally intimate. The great thing about parenting is you can’t avoid intimacy. It teaches you to grow up in that sense.



▲ **ALLI DAWSON**
Head of HR UK

◀ **JON STOKES**
Psychologist

▼ **ALEX PEASE**

Chairman of the Alumni Network



“Many partners will be parents. I think they should bring the skills they learned in that role to mentoring their colleagues.”

Alli agreed. “Calling it ‘mentoring’ makes it into something different and special, when what we’re talking about is the day-to-day relationship.”

HAPPINESS AND SUCCESS

A lot of people who work towards success aren’t happy. But that doesn’t stop them from getting there, so while there appears to be a link, it’s not straightforward. You could be outwardly successful but unhappy because that ‘success’ is not what you wanted. Self-awareness is a factor.

“A lot of chance is involved,” said Jon. Scientific studies of success suggest that the reasons people cite for their success are only part of the story. “All kinds of other factors that have nothing to do with self-awareness come in,” he said, “factors such as luck, unconscious attitudes, influence and so on.”

Alex said the alumni survey found many people thought happiness was the output of success. Paraphrasing Dorothea in George

▼ **TOM BROWN**

Alumnus



► **JOANNA STEWART**

Alumna



◀ **RACHEL BRUSHFIELD**

Career strategist



◀ **JONATHAN LAWRENCE**

Alumnus



Eliot’s *Middlemarch*, he said: “You can’t aim for happiness, it’s the byproduct of doing the right thing”.

And looking at it from the other way round, “if you’re happy, you’re successful,” said Karen.

“Happiness and success are different,” said Rachel, “but the overlap is fulfilment.”

A word that appeared often in the survey was ‘contentment’, said Tom.

Ed added the words ‘nurturing’ and ‘nourishing’ to the debate. “The great success of some partners is their nourishing of their juniors.”



THE ALUMNI SURVEY

The panel members were grateful for all the responses to the survey. The quality and quantity of replies “is very impressive,” said Jon. Such a high completion rate indicated that the Alumni Network was a very motivated group. What comes across, he added, is everyone felt their time at A&O was a developmental experience – an important step on a multifaceted journey of success. ●

To contribute to this discussion, log on to the Alumni Network website at www.allenoverly.com/alumni to share your view.



BUILDING CASTLES IN THE SKY

The year is 2020, the venue Dubai. You've just ridden to the observation deck atop Burj 2020, one of the world's tallest towers. If, when you're up there, you hear a woman telling two children, "Mummy helped to build this," you'll know her name is Kiran Scarr. Be impressed.



Kiran Scarr
General Counsel, Dubai
Multi Commodities Centre
A&O: 2004-2014

◀ *After living in the UK, Singapore and Australia, Kiran finds Dubai the perfect place for her and her family. What she loves about it is the flexibility it gives them as a family to enjoy work and home life equally.*

Kiran Scarr is General Counsel at Dubai Multi Commodities Centre (DMCC), a commodities-focused free zone in the United Arab Emirates (UAE) with a mandate from the Government of Dubai to promote foreign direct investment. Its operations are most akin to an offshore jurisdiction. DMCC's commodities-related responsibilities include the regulation of conflict-free gold trade, the Kimberley Process certification of rough diamonds, and the packaging and distribution of tea through the DMCC Tea Centre. It also develops commercial, residential and industrial property and in 2015 announced the development of the Burj 2020 district encompassing 1.3 million square metres of buildings for offices, shops and hotels.

A woman holding a GC position in this region is a significant achievement. What has been your greatest challenge so far?

I've faced two main challenges: the absence of mentors and sponsors for women, and the lack

of transparency. Neither of these is related to geography and both are to do with career progression as a woman.

With mentors, men simply find it easier to find matches. As a woman, you have to be proactive and seek out mentors. It's easy to overlook the lack of a mentor until it's too late. Navigating the murky waters of career progression is harder without the guiding hand of someone senior and experienced.

As for transparency, the tick-tock of the biological clock coincides with the knock-knock on the door of partnership. Yet I never had honest conversations about wanting children and partnership, at least until it was too late. It would have made a huge difference if I could have built my career plan around the breaks I needed to have my family. A transparent support system, building in a career holding pattern while I established myself as a working mum, would have been a game changer.

Were you looking for a specific new opportunity when considering your move from A&O?

I wanted to lead. I wanted autonomy. After ten years at A&O, five of them as counsel, I needed a new challenge. I'd been based in Dubai for seven years and knew if I could clearly articulate what I wanted in a fulfilling role, I could find it in Dubai.

It was also very important to me to be honest with the partners I was working with at A&O and work with them through the process. I told them in late 2013 that I was on the hunt for a GC role in Dubai and that there was a limited list of companies I wanted to work for. The partners were incredibly supportive of my decision and allowed me the time to find the right opportunity. The DMCC position came up in May 2014 and I started a month later, with their blessing.

What differences have you found between working for a law firm and working in-house?

The most obvious difference is the pace. My days are filled by a series of meetings, often with limited notice of subject matter. The dynamic and entrepreneurial nature of DMCC means that I have to deliver decisions and provide strategy very quickly. The variety of matters that come across my desk is startling. I've discovered that I can deal rather well with the unsuspected and find that I thrive on the challenge. ▶

"Don't be afraid to stretch beyond your reach."

KIRAN SCARR

What's hot on your agenda at the moment?

Building the Burj 2020 district – it's a dream come true, particularly given my background as a projects lawyer. When Emiratis commit to doing something, they simply get on and do it. We have an impressive team of professionals on this project. I'm part of it and it's incredibly exciting. I cannot wait to take my children up to the Burj 2020 observation deck and show them just what I've helped to achieve.

You've lived in the UK, Australia, Singapore and the UAE. Culturally, what have you enjoyed about each place and what challenges have you experienced?

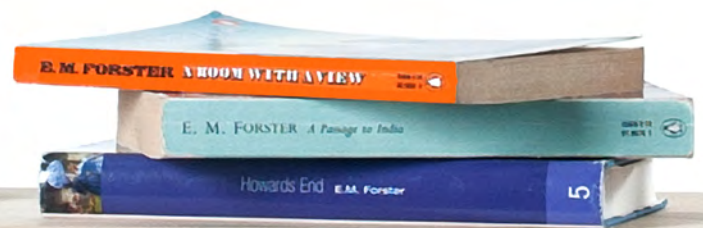
I love living in Dubai and will most probably spend a large part of my working life here, but it's made me appreciate my native Scotland all the more. There, the people know it's okay to laugh at themselves, which is a wonderfully endearing trait. I miss that. I also miss how political the people are. It's in their blood. You sit next to a stranger on the bus and, before you know it, you're talking politics.

Sydney was all about lifestyle but I felt isolated from the rest of the world. Singapore was about working and playing hard. I learned a lot but, after three years, I needed time out.

Dubai is the perfect place for us. What I love about it is the flexibility it gives us as a family to enjoy work and home life equally. It has an amazing vibrancy. People see it as the city that promotes innovation and entrepreneurial spirit. Personally, with children, it works extremely well. Weekends with our children, who are now six and three years old, involve trips to the beach, camping in the desert and 'wadi bashing' – four-wheel drive excursions down dry stream beds. For three months of the year, it's hot, hot, hot. The rest of the year, we live and breathe outdoors.

How do you balance your professional and personal lives?

I have a family charter which I've started to apply to my work life too. My husband Paul and I wrote it a while back when our children started growing up. Paul is a partner in the Dubai office of Herbert Smith Freehills. We wanted to be clear about what our values really are so the children would have a consistent



▲ *A family charter helps Kiran and Paul to be clear about what their values really are so their children have a consistent message.*

▲ *Kiran loves living in Dubai and sees herself spending a large part of her working life here, but it's also made her appreciate her native Scotland all the more.*

message. The charter sets out four keys to success: be the best you can be; be a responsible person; be healthy; and enjoy life.

Soon after joining DMCC, when I started to build my own legal team, I realised that the same set of values applied equally to my work life. I often refer back to the family charter in discussions with my team and it gives me a real sense of balance and consistency in my interactions.

Assuming success is something we all aim for over the course of our lives, what's your definition of success?

Do what you enjoy every day. Be aware of what's going on around you every day. Share something every day.

When I was younger, I wasn't very good at appreciating what I had. Regardless of what I was achieving, it always seemed to leave me wanting. Now I give 100% to wherever I am and enjoy every moment, whether it's at work or at home.

The best way to live is to share – be it experiences, laughter or things you've learned during the day. It's the best way to live in the moment – the best way to live, period.

Has your definition of success changed during the course of your life?

Yes, definitely, and it will continue to change. In the past, I wasn't happy unless everything seemed perfect. I wanted to excel at everything. It was a constant pursuit of perfection. I've calmed down, finally. Now, success is about embracing what I have, living in the moment and enjoying time with family.

Is success something which principally relates to your work life or does it go beyond that?

Having children really changed my perspective on what's important. Paul and I now live a much healthier life than we did before, which includes an appreciation that there's more to life than work.

To be honest, I found maternity leave difficult. In Dubai, women normally give up work once they have a family. But I love to work. It's an integral part of my personality. I knew that if I didn't go back to work, I'd resent having to give up my career. I've always maintained that working makes me a better mum!

Looking back, I'm so pleased I did what I did. Going back to private practice is difficult enough after maternity leave. Going back, having stepped away completely for some time, would have been almost impossible.

I like to think I'm showing my son and daughter a strong example. Paul and I have an equal and supportive relationship. We've chosen to live in Dubai, away from family in the UK, because here we can live 20 minutes from work and have the love and support of a live-in couple who help manage our family home. We have a balanced partnership and are positive role models in the workplace. I'm now in a position to help and mentor other women in similar positions to mine ten years ago. To them I say: "Don't be afraid to stretch beyond your reach." ●

Read our article, 'Coming back to the law' on page 52 to find out more about how you can return to work after an extended absence.



▲ *Having children changed Kiran's perspective on what's important to her. She and Paul now live a much healthier life which includes an appreciation that there's more to life than work.*

▲ *Work is an integral part of Kiran's personality, and she loves it. She knew if she didn't go back to work after maternity leave, she would resent having to give up her career.*

A MAN WITH A PLAN



In the modern banking environment, lawyers with knowledge of regulatory matters are in demand. That's the situation alumnus Frank Lennox-Hennessy finds himself in, but he never lets the pressure get to him.



Frank Lennox-Hennessy
 Managing Executive of Corporate
 Structuring, HSBC Holdings PLC
 A&O: 2004-2011

Frank Lennox-Hennessy spends a lot of time with a team of lawyers at A&O. Together, they're restructuring the UK operations of a large British bank to separate its retail activities from investment banking.

Twice a week, Frank, who is the bank's managing executive of corporate structuring, stops in at One Bishops Square en route to his own office in Canary Wharf and, probably three times a week, A&O's lawyers are at the bank for meetings – up to three or four a day.

Frank is a great believer in face-to-face dealings. "Although technology is, of

course, essential, you lose a lot through email communication and phone," he says. "With such a large team on both sides, it's really important we know one another well. It's harder to hold the room on a conference call, and even on videoconference, the delays can make meetings less manageable."

For establishing personal rapport, Frank thinks there's nothing like getting people together in a room. That helps explain why he spent a lot of time during one period of his career flying back and forth across the Atlantic, rather than doing the work he was involved in with U.S. colleagues remotely. ►



▲ Frank is attuned to cultural differences and appreciates the skill involved in aligning people to harvest the benefits of their respective cultures.

"What we, as lawyers, might understand as second nature... can be highly valued by others. I often think we undersell ourselves as a profession."

FRANK LENNOX-HENNESSY

It helps that he likes foreign travel and different cultures. He's lived and worked abroad and visited about 60 countries; judicious use of accumulated air miles means he and his girlfriend often go away for long weekends.

While others may get frustrated at having to adapt to the way things are done elsewhere, Frank relishes it. "Both A&O and the bank make it integral to the business to leverage the benefits of other cultures," he says. "So you have to pay close attention to those cultural differences. Meetings in Asia, for example, tend to be very quiet, whereas in the U.S. it's the exact opposite. There's real skill in aligning people to harvest the benefits of their respective cultures."

You have to learn to adapt. While he was at A&O, it puzzled him when colleagues in Asia would take off for long lunches or massages during the day. "But then I realised it made great sense. It's healthy to take care of your body when you spend so much time sitting in chairs. Decisions and meetings can often wait."

PATHWAY TO SUCCESS

Frank first came into contact with A&O in 2001 when, as a student of law and German law at Oxford and Munich Universities, he did a vacation scheme for the firm in its Frankfurt office. His training, which he started in September 2004, included six months in the Hong Kong office. On qualification, Frank remained in Asia, where he worked in the Singapore office for three months.

His training included a secondment at a U.S. investment bank, which marked an early step on the path to his chosen practice, advising financial institutions on their M&A and regulatory requirements. Then, during his six and a half years with A&O, he did a secondment with a British bank before he moved to his current employer in early 2011.

In his first year with the bank, Frank was in the group legal section responsible for executing the bank's M&A programme, which involved the sale of companies in Latin America and Eastern Europe, and for contributing to the implementation of the changed regulatory regime. He found he had considerable responsibility. "As an associate with A&O working on an M&A deal, I would be one of a much larger team," he says. "These deals for the bank might often be just me and a small number of others. Suddenly, you were in the spotlight having to drive forward and implement."

NEW REGULATIONS

The regulatory side of the work arose out of new regulations brought in after the global financial crisis of 2008/2009. They required banks to put in place recovery and resolution planning procedures, which are sometimes called a 'Living Will', to ensure they would not be faced again with the prospect of collapse. As might be expected, this was – and is – a huge undertaking, and, in the case of his employing bank, resulted in the submission of a 10,000-page report to the UK regulator.



▲ Frank is keen on sport. He gets to at least one test match a year at Lord's Cricket Ground, near his London home, and caught several matches of the 2015 Rugby World Cup.



▲ In his role, it helps that he likes foreign travel and different cultures. He's lived and worked abroad and visited about 60 countries.



▲ Whatever the benefits of modern communication technology, Frank believes nothing beats face-to-face meetings.

Having worked on this plan in the UK, Frank was then sent to New York for four months in 2013 to advise on a similar deliverable for the bank's American business.

Frank found that the work, both on the M&A and regulatory sides, was highly rewarding, and that his contribution was appreciated. "I came to realise that what we, as lawyers, might understand as second nature – such as our knowledge or our negotiating skills – can be highly valued by others," he says.

"I often think we undersell ourselves as a profession. So I had plenty of opportunity to put my skills to use for the benefit of the organisation."

He is quick to point out that appreciation is a two-way street. He found it fascinating to learn from the business divisions such as commercial banking or trade finance. He also spent time with the organisation's support functions, including IT, since part of his job was to be able to explain how the different elements of the group fitted together as part of the regulatory review. "I am naturally curious, as I guess many lawyers are, and I wanted to understand how everything worked," Frank says.

GENUINELY FASCINATING

And so to his current massive project, which involves the work of several hundred people internally, as well as the input of A&O as the external counsel. It's not just the biggest project he's worked on, but also undoubtedly the most complex. It can be daunting, but it's a challenge he's happy to face.

Frank is responsible for execution, reporting to the project head. "To try to understand different people or how they work and what their priorities are, as well as the ongoing learning curve of how this enormous operation fits together and what makes it work, is genuinely fascinating," he says.

He describes it as being similar to a giant M&A transaction which requires management of workstreams, major project organisation and an endless series of judgement calls. The project must be completed by January 2019, "which sounds like a long way away, but, believe you me, that deadline is fast approaching," Frank says.

He's also enjoyed working closely with the A&O team. From his years with the firm, he's obviously familiar with the way things are done at A&O, as well as knowing the people well. "That link adds another dimension

to the relationship, which helps in so many ways," he says. "We take it as read that a Magic Circle law firm will have all the technical skills we're hiring them for. But, on a project of this size, there will be innumerable issues that have to be resolved.

"In these situations, it helps to know one another and to be able to talk things through frankly. That's made much easier by my having seen the firm both from the inside and out."

ACHIEVEMENT AND ENJOYMENT

Frank's view of success is a reflection of his personality. Success, he says, is "a day, week or longer period that combines achievement with enjoyment.

"At birthdays, New Year or other regular milestones, I cannot help thinking about what I was up to the last time the occasion

took place, and what achievements (and disappointments) have happened in the intervening period." He then works out how to build on the one and change the other.

Over time, his definition of success has broadened and become more realistic. As a new graduate, he thought achieving his goals across the work and personal spectrum would be easier than it has proven to be. "Just try agreeing with your girlfriend where in London to buy a house and then finding that house to understand what I mean."

Equally, he says, with time he has come to regard success as such relatively routine matters as having found the time to exercise three times a week or having pulled off a dinner party. "The shortage of time we suffer from genuinely makes these simple things seem resounding successes." ●

HOLD THAT PLANE



In late 2010, Frank was on the point of going on a sabbatical to Australia to watch the Ashes series and do a little sailing and diving when he was interviewed for a position in the legal department of the bank.

With his date of departure fast approaching, he had two interviews, the second one only hours before his flight was due to take off.

As fate would have it, he received and accepted an offer – and resigned from A&O while en route to Heathrow. He then settled in for a great three-month holiday. And just for good measure, England won the cricket series convincingly!

At home in London, Lord's Cricket Ground is near his home in St John's Wood, and he goes to test matches there at least once a year. He's also a keen spectator of football and rugby and was in the crowd for several 2015 Rugby World Cup matches.

WHAT IS YOUR DEFINITION OF SUCCESS?

In May 2015, we conducted a survey among all our registered alumni asking: "What does success mean to you?" Here are some of the responses:

"To be stimulated by your working life and happy in your personal life."

"To have a detailed understanding of who you are and where you best fit in the world – and to act and live your life accordingly."

"Seeing my children grow into well-rounded adults. In the workplace I define success for me personally as enjoying the role I am doing and assisting others to achieve their own success."

"To my mind you are successful if you are happy with who you are and with your lot in life. A person can be successful at any and every stage of their life."

"Happiness and fulfilment of potential."

"A life that is well balanced with health, family, career and friends; ultimately one's life is successful when he or she is happy."

"Feeling a sense of pride and personal satisfaction."

"Success is leading a life that is consistent with an individual's internally held values. Often it means balancing the demands of values that at times conflict with each other. It also often requires a great deal of courage. To 'follow one's heart' is to be on the path of success."

“Success is striving to be the best you can be and accepting your own capabilities, enabling you to live a happy and generous life.”

“Being fulfilled and enriched – financially, emotionally, and through relationships with friends and loved ones. It is about living each day without regret and making the most of your life, being in control of your destiny.”

“Enough money to buy some of the nice things in life but also enough time to raise a happy, well-adjusted family.”

“Achieving the best you are capable of; more than you hoped.”

“Waking up each morning looking forward to the day and ending it feeling fulfilled.”

“Balance across all areas of your life, fulfilment and happiness in your career, ability to progress and make a difference and the ability to spend time with your family and loved ones and spend time on interests outside of work.”

“A sense of personal satisfaction brought about by being sincerely appreciated by colleagues or clients, and rewarded accordingly.”

“Doing challenging, interesting work that I enjoy.”

“Success is enjoying my journey to fulfilling my potential.”

“Success, to me, is defined by happiness. If you and those around you are happy, you are successful.”

“Making a positive difference and, ultimately, being happy.”

“Feeling valued both for what I do and in what I do, and making a real contribution to society.”

FROM THE HEART

People leave A&O to pursue many and varied opportunities. Some of the most inspirational are those who follow a vocation, or develop a charitable aspect to a novel business idea. Guy Livingstone and Emma France (néé Strang) are two of them.

Here are their stories.



► GUY LIVINGSTONE **TOUGH LOVE**

**Co-Founder,
Tough Mudder Inc.**

A&O: 2007-2009

Tough Mudder is not a race, it's a challenge – 12 miles of challenge to be exact.

Ask A&O alumnus Guy Livingstone. He's one of the founders who came up with names like Arctic Enema, Birth Canal and Electroshock Therapy for the obstacles punctuating what is widely considered one of the toughest endurance events anywhere in the world.

But it's an event with a difference. Tough Mudder redefines 'success'. As Guy says: "Here, there are no timing chips or medals for being first across the finish line. Success is being the person on top of the daunting ten-foot half-pipe 'Everest' helping fellow 'Mudders' over, or overcoming a fear of heights by jumping 12 feet into icy water."

While Mudders are scrambling through acres of mud or battling dark tunnels, they're also raising huge amounts for charity. More than two million global participants in the past five years have raised more than GBP6 million for non-profits.

ALL ABOUT TEAMWORK

Tough Mudder was the brainchild of Guy's school friend Will Dean. He had the idea while at Harvard Business School, inspired by similar events being staged in Germany and the UK at the time. "Entrepreneurs often look at ideas which are working in the U.S. and try to replicate them abroad," says Guy. "This worked the other way round. At the time, obstacle events in the U.S. lacked any teamwork aspect."

In fact Tough Mudder is all about the teamwork; at the start line, Mudders pledge to help each other complete the course and leave no Mudder behind.

This ethos of camaraderie and teamwork through overcoming obstacles, both physical and mental, has clearly resonated; 60 events in seven countries across the globe were scheduled for 2015.

It started small. Guy had left A&O in 2009 after completing his training contract. "A&O does a fantastic job of bringing in a diverse group of people at the trainee level. There will inevitably be some people who realise that corporate law is not for them. That was me. I wanted to run my own business and be a generalist. I wanted to do something that pushed me out of my comfort zone."

He moved to Damascus to learn Arabic on the basis that it would be a valuable skill to have. While he was there, he received Will's invitation to join the new venture on the ground floor. "Will had gone to Harvard expecting to meet entrepreneurs, but most graduates were more interested in working in finance. He'd written this award-winning business plan and wanted a partner. I'd always thought it would be fun and rewarding to be in charge of my own working day."

Within two weeks of that call, he'd moved to New York. The duo based themselves in Starbucks to take advantage of the free WiFi, and so the business began. "The irony was that although I wanted to leave the law, my legal skills were crucial in the early stages of the business as I drafted commercial sponsorship agreements, managed the implementation of stock plans, insurance contracts, employment issues, corporate structure and international expansion, among other things."

It was soon clear the beauty of the venture lay in the simplicity of the business model. ▶



That said, there was still a fear factor. “There were lots of meetings where we met potential partners and were pretending we were bigger than we were. Our first employees were from Craigslist.” However, with an opening stake from each of them of USD10,000, which they used to create a website, they were ready to start marketing their first event.

SOLD OUT

Allentown, Pennsylvania, seemed the perfect place to start. Using Facebook’s facility to deliver web content to users depending on their geographic location and specified interests, they were able to market the event directly to East Coast men and women in their targeted demographic within 200 miles of the venue. They sold out the first event within 35 days with USD8,000 of marketing. This meant that 4,500 people would be turning up on 2 May 2010 – the event was definitely happening.

The team had found a ski resort in Pennsylvania which became a swamp of mud when the snow melted – ideal for the Tough

Mudder crew to create their gruelling course. They used the ski resort’s own maintenance team to build the obstacles, having first researched the type of obstacles they wanted to create, drawing largely from military assault courses.

The main requirements were obstacles that would require teamwork and camaraderie to overcome. Their goal was to make the obstacles themselves talking points; once people started talking about them, the marketing would acquire a momentum of its own.

FEARSOME

And it has. Judging by comments on social media, the most feared obstacle is ‘Electroshock Therapy’. So fearsome is its reputation, and so unpleasant the actual experience, that if you’ve already completed a Tough Mudder challenge and you sign up for another, you’re allowed to bypass Electroshock Therapy.

It would seem a sensible choice. The obstacle has 1,000 dangling wires passing a total of 10,000 volts of electricity. You have to

run through the middle of them while negotiating small walls and logs blocking your way.

Something that could be considered even more unpleasant was introduced in 2015. Called ‘Cry Baby’, it’s a chamber of mud (of course) about two feet tall and filled with menthol to replicate the sensation of tear gas, which participants are forced to crawl through.

Such extraordinary obstacles help get people talking, spread awareness of the brand, provide a huge sense of accomplishment once you’ve finally finished – and, of course, ultimately generate huge amounts of money for charity.

EXCITING TIME

These obstacles may be great challenges, but equally challenging was the process of creating, growing and scaling the business.

“Within two weeks of getting Will’s call, I was in a country I’d never worked in before. I had business skills but there I was, helping create an event with no experience of event planning.” He was dealing with thousands of decisions, from the design of the obstacles and website to how many safety pins they’d need to affix Mudders’ bib numbers. There has never been a more exciting time in his professional life.

There were difficulties at the start but, as Guy says, they were good at “failing fast”



"Success is having a sense of purpose in your personal and professional lives."

GUY LIVINGSTONE



▲ *The process of starting and running a business is, for Guy, a huge buzz. It wouldn't be surprising if there was another start-up in the pipeline.*

and quick to put appropriate feedback loops in place to make sure mistakes didn't happen twice.

"In 2009, we had two employees; in 2013, we had 130. Any company with this growth has to evolve their systems. Once you have over 100 employees, you lose the familiarity. We work very hard on maintaining the original culture. For example, we try to emphasise to our employees that they need to dedicate time to their hobbies and families."

The Tough Mudder events were always going to have a charitable aspect. In the early stages, the charity partners have been non-profits that benefit military veterans – The Wounded Warrior Project in the U.S. and Help for Heroes in the UK, both of which strongly resonate with the Mudder community.

The company is broadening the portfolio of charities through U.S. crowdsourcing website CrowdRise, so participants can choose to raise money for one of more than 1.5 million charities. Mudders will be able to direct donations to causes of personal significance, making an impact on a wider range of charities.

LESS EXTREME

The future for the company looks rosy. Tough Mudder is broadening its horizons and its product offerings by launching Half Mudder. This event will be six miles rather than 12,

without the electricity and with less mud – a less extreme alternative. It's been hugely successful in New York and planning is under way for an event in London.

On a personal level, Guy has stepped back from the day-to-day role of managing Tough Mudder, handing over to people experienced in running large organisations. However, he remains an active board member and owner, helping to set the strategy of Tough Mudder's future.

After five years of immensely hard work, huge success and personal sacrifice, he plans to take some time off and enjoy newly married life.

Guy is very clear about what success looks like. "Success is about being happy. You need a sense of purpose in your life, although this can change. In the early days, success was about making Tough Mudder an enterprise that would endure and prosper. Now it's about helping other entrepreneurs. It's about challenging yourself, whatever sphere you're operating in, and striving to achieve that challenge."

That said, it wouldn't be surprising if there was another start-up in the pipeline. It's clear from talking to Guy that the process of starting and running a business is, for him, a huge buzz.

It's doubtful, however, that he'd ever leave Tough Mudder behind completely. He's completed 22 of the events, earning him the much-coveted title of Mudder Legionnaire. "It's important to be a consumer of your own product," he says. "You can see the product physically and see the engagement of the people using it. It's addictive."

He's not alone in his addiction. Fellow Mudders are at least as enthusiastic: "After this event you're going to be a different person," wrote one. Another said: "This event is the epitome of what life should be!" Giving people that great a sense of satisfaction is surely success in its own right. ●

www.toughmudder.com
www.toughmudder.co.uk





► EMMA FRANCE WORLD CHANGER

**European Director,
mothers2mothers**
A&O: 1999-2003

Emma France's children found out the other day that some mothers cook their children's evening meal. "Apparently it's not always Daddy who does that. My eldest son was genuinely astonished."

She is often away, her job taking her to South Africa for a few days at a time. There are rumours she cries for the whole flight because she hates leaving her children so much.

However, if you ask Emma's three boys (aged seven, five and one) what Mummy does, the two who are old enough to talk will say proudly: "Mummy saves babies in Africa." They know that, without the work she does, thousands of children would not live to see their second birthday.

Emma trained at A&O from 1999 to 2001, leaving in 2003 to work in the charities sector. She is now the European Director of a South African-headquartered charity called mothers2mothers, or m2m, helping HIV+ mothers and their babies. The European office now has a staff of six – some of them women returning to the workplace after time out for family – and generates much-needed funds and awareness, enabling m2m to save thousands of lives.

Over the last 15 years, m2m has reached more than 1.3 million HIV+ mothers in nine African countries. While up to 40% of babies born to HIV+ mothers will, without medical intervention, contract the virus, with treatment that number goes down to less than 2%. Yet still, every day in sub-Saharan Africa 600 babies are born HIV+. Half will die by the age

"Success is making small steps toward a fairer and more equitable world."

EMMA FRANCE

of two if they don't receive medical intervention. "That's a fact I've never been able to cope with," Emma says.

The problem is that the health systems in Africa don't have enough doctors or nurses to educate frightened new mothers about HIV. So m2m employs HIV+ women to work alongside doctors and nurses and as frontline healthcare workers within communities. Called 'Mentor Mothers', they can take the time that doctors and nurses don't have to educate and support women so they and their families can access care earlier, stay in care longer, and adhere to treatments better.

A PASSION FOR JUSTICE

Much as Emma loved and valued her time at A&O (some of her former colleagues are godparents to her children), she realised the partner route was not for her. "I left A&O knowing I wanted to change the world but I didn't know where to start," she says. "It took a long time to work out what transferable skills I had."

However, she was, and still is, motivated by a deep passion for justice. "I look at people and ask myself: 'By virtue of their birth, are they experiencing inequity or worse? Are they experiencing something that our children wouldn't experience?' If the answer is 'yes', then I want to do something about it."

She went back to school and studied for an MSc in NGO management which gave her the credibility to approach the charitable sector. She now sits on the board of Amnesty International UK, is governor at her children's school and was, until recently, a Visiting Fellow at CASS Business School.

HIV-related work has always been close to her heart; she was a trustee of an East-End HIV charity while a trainee at A&O. And, being a mother herself, m2m is the perfect fit. HIV is the biggest cause of maternal mortality in Africa.

JUGGLING ACT

For Emma, however, there is no such thing as work/life balance. Saving the world, albeit one baby at a time, means accepting that life can be imperfect. As she says: "Occasionally your children don't show up at school with a superhero outfit on the right day, and some of the balls you're juggling fall from the air, but you do the best you can, try to be there to tuck your children in at night and not beat yourself up if some days it doesn't happen."

There is, instead, a life/life balance: seizing work life with both hands and wringing from it every drop of challenge and accomplishment, and filling family life with time together, creating memories. She reconciles leaving any gaps in the middle with the fact that her work saves lives –

something about which she and her family can be very proud.

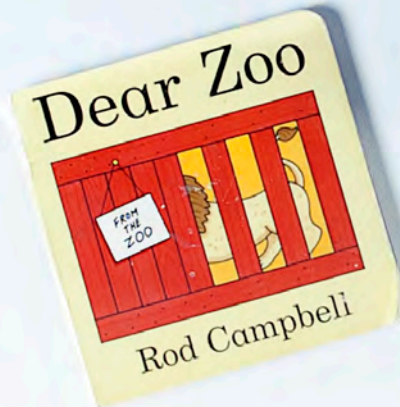
FINDING HAPPINESS

So what is success? For Emma, it's a moving goal. "Success is not the traditional definition for me of a large house and well-paid job. I feel I've got somewhere with my career when I'm standing in a clinic in Kenya knowing the work I've done has allowed these children to see their second birthday."

Success for Emma is more about finding happiness. It's being able to go to bed at night proud of what she did during her day. It's raising millions of pounds for m2m "out of sheer bloody-minded determination." It's watching her boys take their first steps, learn to ride a bicycle or swim, and raising them to care about the world in which they live.

"Success is making small steps toward a fairer and more equitable world." ●

www.m2m.org



HITTING THE GROUND RUNNING

This year's featured Allen & Overy office is Johannesburg, which celebrated an anniversary in October 2015 – its first. Some of the people involved reflect on the achievement.



Tim Scales

Partner, London

A&O: 1993-Present

Africa has seen exponential growth in recent years. Alongside continued investment in natural resources, the financial services, telecommunications, energy and infrastructure sectors have all expanded rapidly.

The hub of investment into Africa is Johannesburg, South Africa's principal financial and commercial centre, a point not lost on Tim Scales, head of Allen & Overy's Africa practice, who said: "We had been looking for some time at the possibility of opening an office in 'Jo'burg'."

With an array of local and international commercial banks, development finance institutions, institutional investors and funds using Jo'burg as a platform for investment and financing into Africa, the city had become a 'centre of gravity' for many of the transactions A&O was working on.

"Our Africa strategy is about how best to capture the opportunities that the Africa growth story presents," said Tim. "It was increasingly apparent that, if we could find the right team, having a base on the ground in Jo'burg would take our Africa offering to another level – and steal a march on our competition."

The partnership was approached in mid-2014 with the proposal to open in Jo'burg. Tim, who had been instrumental in arguing the case to open A&O's first African office in Casablanca, Morocco, found himself pressing for another. The partnership was receptive and, in October 2014, the firm's 46th office opened for business in Jo'burg, making A&O the first Magic Circle firm with a fully integrated office in South Africa.

Once the decision had been made to open, the firm's support services swung into action. "The infrastructure and support that kicks into place is quite formidable – from logistics and IT through to business development," said Tim. "It highlighted for me quite what an exceptional support team we have – and that includes people who are willing to come in from around the global network in support of the cause. It was a real demonstration of the firm's integration.

"This meant that we could be up and running very quickly – give or take some administrative challenges. I can't praise the support teams highly enough."

Those administrative obstacles involved obtaining the formal licence to open and acquiring a visa to allow Mike Duncan, a longstanding banking partner, to move to South Africa. ►





Michael Duncan
Partner, Johannesburg

A&O: 1979-Present

TOP TEAM

Of course, the essential component of any new office is its people. Here, A&O was fortunate to receive an approach from Lionel Shawe, one of the top banking and finance lawyers in South Africa, who, together with a team of highly rated partners and senior lawyers, was looking to move to a firm with an international platform. A&O was his first choice; Lionel knew the firm well as a result of joint work in the past.

Advertisements for new recruits then generated an exceptional level of response, leading to the quick establishment of a top banking and finance team of lawyers. Lionel was appointed to co-head the office with Mike.

The new management team decided that the office would initially focus on finance and projects, particularly energy, infrastructure and natural resources, to capitalise on the firm's leading global strengths in these practice areas.

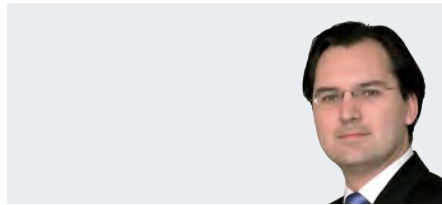
As with any new venture, nobody could predict how the office would be received by the market. "We were confident, with the calibre of the team and our leading international reputation, that the work would follow," said Tim, "but the market reaction was even better than we had expected. Clients were incredibly enthusiastic (in some cases elated!) that they could now use A&O on the ground in Jo'burg for both domestic and cross-border transactions with the full weight of the A&O network in support."

Among those enthusiastic clients were HSBC and Bank of America Merrill Lynch, both of which indicated that the existence of



"We were confident, with the calibre of the team and our leading international reputation, that the work would follow."

TIM SCALES



Lionel Shawe
Partner, Johannesburg
 A&O: 2014-Present

restructuring. “The asset managers who instructed us were keen to know about best practice in other jurisdictions where other restructurings have taken place. With our experience and our international network, we were perfectly placed to provide them with this advice.”

All in all, the deal flow has more than exceeded the initial projections of new work, something that is very pleasing for both Mike and Lionel. The office is also due to meet its target of having 40 lawyers in place by the end of the 2015/2016 financial year.

The office moved into new premises in the summer in preparation for an expected expansion in its work over the coming year. The main focus will be on attracting cross-border work, but, as Mike noted, the office also offers a top-level domestic capability. “We have established a great base, and we are looking forward to building on it. There will also be opportunities to broaden the scope of the office in due course by expanding our range of practice areas. In particular, we will look at some point to develop our corporate capability.

“These are exciting times for us.” ●



the Jo’burg office would encourage them to refer their South Africa-related work to A&O.

The office also won work from new clients in South Africa, such as the International Finance Corporation and the African Bank Limited, and won the entire mandate to advise the term lenders on the restructuring of Edcon, the South African retailer, replacing another international firm that had already been instructed on the cross-border aspects.

Meanwhile, the existence of the Jo’burg office generated referrals in both directions within the A&O network.

Consequently, the office hit the ground running and in just one year has worked on a wide variety of top deals within the region (see overleaf). One was the proposed South Africa listing of Virgin Active. The firm carried out much of the work before the listing was withdrawn when Brait made an offer to acquire the group. The firm advised on this acquisition alongside the Jo’burg office, which also advised Brait’s lenders on financing the acquisitions of the Virgin Active Group and New Look.

KEY SELLING POINT

Being able to offer an international perspective is a key selling point, as Lionel said, with reference to the African Bank Limited

“We have established a great base, and we are looking forward to building on it... These are exciting times for us.”

MIKE DUNCAN





KEY DEALS

► AFRICAN BANK LIMITED

Lionel Shawe led a team including Lisa Botha, Gordon Stewart and Kathleen Wong acting for a group of subordinated bondholders in the restructuring of African Bank Limited.

► EDCON

The office is acting for a number of lenders, including Absa, RMB, Morgan Stanley, Goldman Sachs, Bank of America Merrill Lynch and J.P. Morgan, as term lenders on the restructuring of Edcon. Lionel Shawe leads the team which includes London partners David Lines, Philip Bowden and Jake Keaveny, New York partner Elizabeth Leckie and counsel Kathleen Wong, who relocated to Johannesburg.

► BRAIT

The office acted for RMB and Standard Bank in connection with the credit facilities required by Brait to finance the acquisitions of Virgin Active and New Look. The team was led by partners Lionel Shawe and Khurshid Fazel and involved Amanda Jones and Steven Lovesay.

► PEPKOR

The office acted for RMB in connection with credit facilities of about ZAR65 billion (about USD6.5 billion) provided in connection with Pepkor's acquisition by Steinhoff – the largest acquisition in South African history. The team was led by Lionel Shawe and included Khurshid Fazel, At van der Merwe, Alex Cockburn, Amanda Jones, Khulekani Dumisa, Ben Whitelaw and Steven Lovesay.

► OCEANA GROUP

The office advised Standard Bank, as underwriter of senior term and revolving credit facilities, on an equity bridge facility and a rights offer for Oceana Group, in connection with its acquisition of Daybrook Fisheries in the U.S. The team was led by Lionel Shawe and involved Elizabeth Leckie and Ken Rivlin in New York and associates Alex Cockburn and Grace McLeish.

► BOIKARABELO COAL PROJECT

In 2015, the office was acting for HSBC in the development of a coal mine in Limpopo, South Africa. This team was led by Lionel Shawe and involves Meredith Campion, Sibusiso Zungu, Lindani Mthembu, Alistair Collins, James Nicholls, Luvo Mnduzulwana and Grace McLeish.

JOHANNESBURG BOOMERANGS



Jason van der Poel

Partner, Johannesburg

A&O: 2002-2005, 2015-Present



Allen Leuta

Director, Johannesburg

A&O: 2006-2009, 2015-Present



Jason van der Poel, a partner in the Johannesburg office, likes a long run. His colleague Allen Leuta prefers to punch. The marathon runner and the boxer share more than a passion for sport: both are projects lawyers – and both returned to the A&O fold to join the new office.

Jason, a keen runner, has become something of a marathon specialist, tackling challenges including the 89km Comrades Marathon, a non-stop run of close to 11 hours. Less strenuously, he takes advantage of the many picturesque trails in and outside of Johannesburg, and has been known to gain inspiration while running!

He even met his wife while on the move, literally bumping into her when playing hockey in an inter-firm competition in Amsterdam when he was with A&O the first time between 2002 and 2005.

Allen, another boomerang, is a keen boxer. He trains at least five times a week and spars with partners at weekends. He finds the sport therapeutic after the pressures of work. “My hour of boxing each day is almost sacred,” he laughs.

Jason concurs. “I have to do my runs,” he says.

Both leapt at the opportunity to rejoin a firm that had a leading African practice and was looking to capitalise on growing opportunities both in South Africa and in the continent at large.

For Jason, the attraction was returning to the collaborative culture of A&O, where, for each transaction, the “best lawyers are selected, from whichever office.”

Allen adds: “My previous experience with A&O had been overwhelmingly positive, and I looked forward to returning to a great working environment. Of course, there’s a challenge involved in opening a new office, but we all went in with our eyes open.”

Jason first heard of the firm when he was doing a masters degree at UCL in 1999. “Everyone studying banking and finance kept talking about A&O as being top notch for finance,” he remembers. He later had a chance to work for the firm, in the Amsterdam office, before returning to South Africa in 2005.

Allen completed a Masters in the U.S. on law, finance and development before joining the Projects group in A&O in 2006 under the “inspirational leadership” of Graham Vinter. Wanting to work on Africa-related projects, he moved to the Paris office in 2008 and was taken under the wing of Tim Scales, who now heads the firm’s Africa group.

He returned to Johannesburg in 2009, being recruited by Standard Bank first as legal manager and then as head of legal for Africa. He was looking for a career move when it came to his notice that A&O was planning to open an office in Johannesburg.

Both men have been busy from the day they joined. Says Jason: “It’s very energising, a start-up combined with bench strength. There’s a strong sense of entrepreneurship. But, at the same time, it’s a challenging environment. There’s been a surge of projects work in sub-Saharan Africa.”

So far, so good, is Allen’s verdict. “The energy is good, and we’re focused on making the firm the very best in South Africa.” Allen is a finance lawyer, but with a special interest in projects work.

When not working (or boxing), Allen’s passion is music. A big jazz fan, he has accumulated a huge CD collection. He also listens to blues and African musicians (Fela Kuti being a particular favourite).

Jason plays the piano and the guitar. As a youngster, he was a chorister in the Anglican Cathedral in Cape Town and sang when both Nelson Mandela and HM The Queen visited the cathedral. He recalls with pride that he shook hands with both of them. How many lawyers can say that? ●

“My previous experience with A&O had been overwhelmingly positive, and I looked forward to returning to a great working environment.”

ALLEN LEUTA

ALUMNI NETWORK BENEFITS

Allen & Overy Alumni Network members have access to a wide range of benefits, services and discounts.

Full details of all benefits can be found on the Alumni Network website at www.allenoverly.com/alumni. Here's a snapshot of what's available.

PROFILE OPPORTUNITIES

We are looking for volunteers to be featured in the Alumni Yearbook and on the Alumni Network website throughout 2016.

Are you the CEO of a large corporation?
A diving instructor in an exotic location?
Or maybe even a professional opera singer?
If you have a story to share and would like the opportunity to be interviewed by one of our professional copywriters, please get in touch.



CAREER OPPORTUNITIES

Reaching over 8,900 members in 70 countries, our Careers Centre is a great way to promote your marketplace job vacancies or volunteering opportunities.

All A&O vacancies globally are also advertised online.

JOB REFERRALS

The A&O employee referral and Peerpoint legal consultant referral schemes are extended to our alumni. You could receive a financial reward for referring successful candidates for career opportunities across our global network.



DISCOUNTS

Sign up to Xexec online discounts and lifestyle management services and take advantage of a wide range of offers from retailers and providers, both online and in-store.

Visit www.allenoveryalumni.xexec.com or download the 'Xexec Benefit' app.

Check out a range of discounts and services offered by alumni advertising their own businesses, or advertise your own business via the Alumni Network website.

Get exclusive discounts on a selection of books published by A&O authors.

ALUMNI OFFICES

Alumni offices are available in Antwerp, Brussels, Hong Kong and London for members who need temporary office space.

The library in London is also open to alumni.

EVENTS

We host a variety of networking events across the global A&O network each year.



MENTORING

The global Alumni Network Mentoring Programme is open to all alumni and current A&O partners and employees. Join this growing programme as a mentor, mentee, or both.

FIND FRIENDS

Search the online Member Directory for former colleagues. Find out where they are now and send a message via the site to reconnect.

Set up your own online community within the Alumni Network website, making it even easier to keep in touch with your circle of friends.

SPORTS

Just because you've left A&O it doesn't mean you need to leave your A&O sports team. Alumni are still welcome to take part in local activities.

PERFORMING ARTS

We have many talented alumni among us, from musicians and singers, to actors and dancers. Alumni are invited to participate in each musical production the firm produces.



AGILE FOR LIFE

Professional services firms depend first and foremost on their people. No matter the advances in technology, data management and ‘disaggregation’ of services, they are still people businesses.

But while law firms on the one hand feel increasing competitive pressures to deliver their services around the clock, on the other they find some of their brightest people questioning whether doing so will leave them enough time to achieve the success they also seek in other personal goals. Management is thus left with the challenge of getting the most out of their people at work while seeking to provide them with a platform to combine that with these other life objectives.

Agile working is the latest approach to this conundrum. We spoke to seven A&O staff members, alumni and Peerpoint consultants about what agile working involves for them.

ALICE FALCONER

Peerpoint provides an ideal balance of flexibility, challenge and reward

BEN FOX

Achieving a balance of work and family commitments, thanks to two-wheel transport

IAN SCORAH

Finding the scope through Peerpoint to spend periods of time off work

OLIVER RULE

A four-day week gives personal time without jeopardising the ability to provide for the family

SIMONE BOEHM

Give and take in the office helps with organising intensive Ironman training

RACHEL PARIS

Reducing targets gives peace of mind when non-work duties take priority

STEFANIE HOOGKLIMMER

One less day at A&O gives one more day to work to improve human rights





► **ALICE FALCONER**
THE
WRITER

**Peerpoint consultant,
 novelist**
 A&O: 2007-2011

Words have always fascinated Alice Falconer. It was the need to be scrupulously careful with words that drew her to the practice of litigation, requiring as it does much drafting and careful argument. And it was her love of words that inspired her to become a novelist. “I just have to write,” she says.

When she found that it was impossible to combine writing with a demanding full-time job as an associate in Litigation, Alice left A&O and moved to a smaller firm, thinking this would free up more time. That was in 2011. Unfortunately it turned out not to be the case, and so she left law altogether.

In 2013, she won a scholarship to enrol in the respected Creative Writing (Prose) MA at the University of East Anglia. She emerged with her degree and plenty of valuable guidance about the process of writing. Her skills honed, Alice prepared to devote herself full-time to writing her first novel.

However, just at that time, A&O launched Peerpoint, a business providing a panel of experienced, high-calibre lawyers available to work on contract for A&O and its clients. Alice was immediately interested. She could

see the Peerpoint consultancy approach would give her scope to offer her litigation skills and leave enough time to write. As someone who loves change, Alice also found the idea of getting to grips with a new project every few months especially appealing.

In the discussions about the sorts of work she might do as a consultant, Alice and Peerpoint anticipated that her services might be most often called for at the point of disclosure on big cases. However, the projects on which she has consulted have involved a wider range of responsibilities, including, for example, advising on commercial fraud issues.

She ended a full-time secondment to Barclays in September 2015 and planned to concentrate fully on her writing for the rest of the year. The subject and themes of her novel were closely guarded secrets but Alice hoped a publisher would be interested.

“Peerpoint is a perfect arrangement for me,” Alice explains. “When I’m working, I get to focus completely on one single project, which is great. The flexibility also allows me to carve out significant amounts of time to write between projects without worrying excessively about how I’ll be able to sustain myself.”

Alice sustains her creative side with books, theatre and cinema. She admires the work of the novelist Ali Smith and the poet Anne Carson, among others. Her Peerpoint arrangement also allows her time for cycling and rock climbing. ●

“When I’m working, I get to focus completely on one single project, which is great. The flexibility also allows me to carve out significant amounts of time to write between projects without worrying excessively about how I’ll be able to sustain myself.”

ALICE FALCONER





► **BEN FOX**
BALANCING
DEMANDS

**Partner,
 Amsterdam**

A&O: 1999-Present

Amsterdam is a cyclist's dream city with its dedicated bike lanes, drivers who respect cyclists' rights to be on the road and a safety-conscious population. It's no surprise then that cycling is the main way of getting around for Ben Fox, Banking partner and long-time resident of Amsterdam.

Living close to both the office and his children's school, he finds two-wheel transport offers him invaluable flexibility. "If for example I'm called at the office from my children's school saying that I need to pick one of them up urgently, because, say, they are ill, I can cycle to the school, take my child home, arrange emergency child care and cycle back to the office – all within half an hour, and without having to rearrange my work. That ability to manage my time is priceless."

Ben originally ventured to Amsterdam in 2001, following the merger of A&O with Loeff Claeys Verbeke. His intention had been to spend two years in the office. However, fate intervened when he met his future wife in the city, leading to three children and the decision to base himself permanently in the city and in the Amsterdam office.

Ben's practice is centred around loan transactions, originally in the syndicated bank debt market, but increasingly, in the 'shadow banking' sector, in which he is co-leading the firm's activities. "The Netherlands has itself been pretty pioneering in developing an alternative credit market. It's come about as a result of it being a close-knit market, with light regulation, and with large amounts of capital available for lending within pension and insurance funds," he explains.

"What we have done within the firm is use our expertise in bank lending and reapplied it in non-bank financing structures, in particular in asset finance, project finance and infrastructure deals. We increasingly see that these alternative sources of capital are used to fund a whole range of transactions, including investment grade corporate borrowing."

Away from work, Ben devotes a lot of time to his three "very active" children. Although he was a keen sportsman, playing hockey and rowing (he represented Great Britain as cox in the men's coxed fours in the 1984 and 1985 Junior World Championships), he's put his own interests somewhat on hold. But he still occasionally dusts down the old hockey stick



"I certainly appreciate being able to balance my demanding work commitments with an equally demanding role with my family."

BEN FOX

for a game with the A&O Amsterdam mixed hockey team – this year's losing finalists in the Dutch national league.

Ben has developed a good relationship with his clients who quite understand that he has family interests and cannot always be at their beck and call.

"There will always be occasions when urgency is required and we respond to that," Ben says, "but I certainly appreciate being able to balance my demanding work commitments with an equally demanding role with my family." ●



► **IAN SCORAH**
EXTENDED
TIME OFF

Peerpoint consultant

For Ian Scolah, a Peerpoint consultant, agile working means the ability to take extended breaks from work from time to time. “I enjoy working and am more than prepared to dedicate myself to whatever work I’m doing, but I just feel that it revives me periodically to be able to switch off completely without any obligations or commitments,” he says.

The first time he took such a break was after he had qualified, practised as a lawyer and then undertaken a stint in-house. His preferred method of relaxation was to indulge his love of skiing, and he spent an entire season in France, mostly around the resort of Alpe d’Huez. “That certainly took my mind off work!” he says.

With a view to being able to take similar breaks in future, Ian became a Peerpoint consultant at the end of 2014. His first assignment was a secondment with Citigroup, working with the in-house legal team on investment funds. The agreement was for six months, with an option to extend month by month.

Ian originally trained with Travers Smith before moving in-house to Hermes, an asset management company. He took his extended skiing break after three years at Hermes.

In 2004, he returned to the work environment, joining the investment arm of Aviva. That was a wise move for another reason as well: it was there he met his future wife, Devon. Three or so years later he moved to Pimco – as it happens, an A&O client, which is how he first came into professional contact with the firm.

He was with Pimco for six years, and left to join a start-up asset management venture, where he remained for a year. By then, he had learned of Peerpoint and joined as a consultant.

Ian explains why the flexible working afforded by Peerpoint appeals to him. “What I really was aiming to achieve was the ability to have periods of time out of work. I like being able to truly relax without any work-related obligations and to be outside the work environment altogether. I also want the freedom to be able to spend time in Canada, since my wife is Canadian, without having to limit it to two weeks or less.” That also appeals to Devon.

The consultancy nature of the Peerpoint arrangement suits Ian well, as he is free to take on other consultancies, should they arise. Are there any downsides? “I sometimes miss the status associated with being a senior member of staff – perhaps a better office – but that’s a minor quibble.”

Besides skiing, Ian enjoys cycling (not just to and from work, but serious 110-mile rides in the countryside) and ‘dog-sitting’ (walking someone else’s dog at weekends). Living in London, he is a regular theatre and concert-goer, taking in acts such as the rap group Public Enemy at the Roundhouse “if I’m feeling strong enough.” ●

“I just feel that it revives me periodically to be able to switch off completely without any obligations or commitments.”

IAN SCORAH



► OLIVER RULE FAMILY FRIDAYS

Senior Associate,
London

A&O: 2004-Present

Oliver Rule and his wife, Rachel, often use their time on long car drives to make big decisions about their lives. On one such journey in late 2010, shortly after the birth of their second daughter, they decided it would be better for the family if Oliver, a senior associate in Litigation in the London office, reduced the time he spent at work.

"I love my work – I certainly enjoy being at A&O," Oliver explains. "We concluded that if I worked four days a week, I could provide for the family, continue working at a high level and have time for my family and myself that would meet our objectives."

He approached his supervising partner, wrote a proposal for HR explaining how he would organise his responsibilities and manage cases in four days rather than five, and that was that. Some four years and another daughter later, Oliver can safely say this approach to agile working has proved every bit as manageable as they'd hoped it would be.

It helps that his particular practice of litigation usually allows scope for planning ahead, including preparing for court deadlines, working to time frames and not being under

the sorts of pressures that often beset transactional lawyers.

For agile working to function best, it needs built-in flexibility. "Friday is my day off," says Oliver, "but, if work requires me to be in on a particular Friday, I will be, and may take another day off instead.

"I'll also respond to an urgent email or take a call if required, even if I happen to be in the local coffee shop at the time or watching one of the girls have her swimming lesson at the Olympic pool. Or I will step up in a crisis – but that's just the same as if I were working full-time."

Oliver also cites the development of others as a key factor in making the arrangement such a success. "I usually make sure I have at least one junior associate on my matters, alongside my trainee. I involve them in the strategy of the matter, give them the opportunity to have regular contact with the client and take the time to develop them as lawyers and people. This means that they have the confidence to run with things when I'm not in the office, safe in the knowledge that they can contact me if they need to."

The difference is perhaps in his frame of mind and the acknowledgement that it is indeed possible to have a good work/life balance. Oliver certainly spends more time with his three daughters and Rachel, but also has more time for friends and family, keeping fit, or even the odd round of golf.

He also finds that time away from the office offers perspective on his work. As he puts it: "I like winning. I think time away from the daily grind helps give me the space to develop a killer argument or key strategy." ●



"We concluded that if I worked four days a week, I could provide for the family, continue working at a high level and have time for my family and myself that would meet our objectives."

OLIVER RULE





► **SIMONE BOEHM**
THE
ATHLETE

**Senior Associate,
 Frankfurt**
 A&O: 2010-Present

Simone Boehm, a senior associate in Corporate in the Frankfurt office, takes agility to extremes, especially in her favourite leisure activity: Ironman Triathlon competitions. For those unfamiliar with these events, the Ironman involves a swim of 2.4 miles, a 112-mile bike ride and finally a full 26.2-mile marathon. Over the years, Simone has become incredibly passionate about competing in the Ironman, which is all the more curious because she never used to be interested in endurance sports.

That's not to say she wasn't interested in sports. In 2007, she thought she would try a triathlon (also swimming, cycling and running) as part of a team of 10. She enjoyed it so much that she started a more concerted training regime. In 2008, she went to an Ironman event in Frankfurt to cheer on a friend. When she noticed that some of the participants were less than fit and out of shape, she thought, "If they can do it, so can I!"

She trained for the following year's Frankfurt Ironman. Even though it was also the first marathon she had run, she completed the course in a very credible 11 hours and 48 minutes.

That was the start of it. Simone has now competed in 12 Ironman races. In 2015, she

took part in the Houston, Zurich and Maastricht Ironman events, culminating in the ultimate recognition for her endeavours – participating in the Ironman World Championships in Hawaii in October which is only possible by qualification. Her personal best time is 10 hours and 54 minutes – almost an hour faster than her first result.

So why the dedication? Simone says she loves the test of character, the mental strength required to overcome human limits and the sheer elation that comes from crossing the finishing line. More than that, the participation generates self-awareness, she says: "I find out something new about myself every time I take part."

"Most people think I'm mad, and find it incredible – almost inhuman – that I go to such extremes, but actually I think everyone has an Ironman in them. There's a saying, 'pain is temporary, but glory is for ever,' and that's what I always keep in mind."

Nevertheless, the Ironman is a huge commitment which she has to organise around her full-time job as a senior associate in the Corporate department. She manages the two through a combination of routine and flexibility. She will get up early to train before work, she may additionally train during her lunch hour and she will go for extended training sessions at weekends. However, when work requires her to break with this routine, she's sufficiently adaptable not to become anxious that she's missing out on her routine.

It helps that she lives near work, so minimising her traveling time. She also

acknowledges the support of her partner, who encourages her and accepts that many of their holidays will be devoted to her Ironman events. Simone says: "I subscribe to the three Ds – dedication, determination and discipline – which I believe apply both to my work and to my sports." ●

"Most people think I'm mad, and find it incredible – almost inhuman – that I go to such extremes, but actually I think everyone has an Ironman in them. There's a saying, 'pain is temporary, but glory is for ever,' and that's what I always keep in mind."

SIMONE BOEHM





► RACHEL PARIS REDUCING TARGETS

**Partner,
Bell Gully**
A&O: 2003-2005

Mobile technology and the ubiquitous smart phone mean that lawyers are (literally) never able to switch off. Just ask A&O alumna Rachel Paris, a partner with Bell Gully. Rachel loves living and working in her native New Zealand. The only clouds on her horizons are time zones. When she's thinking of going home, Singapore is at full tilt, London's working day is just starting and New York hasn't even woken up.

Working predominantly on international deals, Rachel is used to taking calls at unsocial hours. "The idea of fixed 'office hours' is obsolete in my area of practice. We have to be agile simply to accommodate the nature of work," she says. "I accept there's a degree of sacrifice that must be made to have such a rewarding job."

Part of Rachel's solution is to accept fewer points on the firm's equity lockstep. She has reduced targets although she's quick to point out this doesn't mean she works fewer hours or less diligently. The arrangement does, however, give her scope to manage her hours without feeling she isn't pulling her weight.



"I'm particularly conscious that if my arrangement doesn't succeed it will make it more difficult for other women (and men) looking to come through to equity partnership on flexible terms," she says.

"The reality is that young children get ill, you have childcare crises, and at those times I can be available to my children without feeling I'm letting my partners down. I can also leave the office to go to school athletics, or to watch a school play, without feeling I have to sneak off or feel guilty about it. Plenty of women – myself included – really struggle to get that balance right but this arrangement is working really well."

She's keen for others in the firm to benefit from agile working too and has initiated a programme in Bell Gully to encourage more women lawyers to break through to partnership. "Currently 60% of our senior associates are women, but women represent only 11% of our partners.

"I want to improve that conversion rate, and the firm is hugely supportive. The programme offers mentoring, skills-based training and networking opportunities to our women, and also helps set firm policy on parental leave and flexible working."

What about the clients? Rachel believes clients are far more understanding than law firms may instinctively believe. "New Zealand is very relationship-driven, and most people would like to get on with their lawyers as people. They understand they have lives outside work."

The key is to keep clients well informed and to be clear about your availability. With offshore clients on cross-border transactions, "it's manageable to provide seamless client support with a cohesive, dedicated team and remote access technology."

Outside of work, Rachel's family occupies most of her time. They spend weekends at their beach house north of Auckland. Rachel jogs on the beach and has picked up on the craze for paddle boarding – a "sport that thankfully requires very little coordination!"

A film and theatre enthusiast, she sits on the board of an independent theatre production company and has a screenplay in production that she co-wrote with her sister. She is also involved with a charity that supports educational initiatives in lower socio-economic areas of Auckland. ●



► STEFANIE HOOGLIMMER THE PRO BONO ADVOCATE

**Associate Director CRM,
Frankfurt**
A&O: 2005-Present

Stefanie Hoogklimmer, associate director and global head of client relationship management in Frankfurt, first came into contact with the human rights organisation filia through a friend in 2007. filia has a particular focus on women and girls: the name itself means ‘daughter’ in Latin. Stefanie identified closely with the organisation’s objectives to help fight the injustice, discrimination and violence that millions of women throughout the world endure.

“The founders had the concept that filia would be a daughter of the women’s movement,” Stefanie explains. “They wanted to empower women and girls around the world to live their lives to the full. I’ve been passionate about women, wherever they are, being able to decide their own destiny.”

Stefanie first helped out as a volunteer, as well as contributing as an endowment donor. What she saw led her to believe that closer involvement with the Hamburg-based group would enable her to apply her knowledge and experience – particularly in such areas as strategy development, organisational development and fundraising – for its benefit. “I thought I could give the organisation some

◀
Stefanie at a filia event together with the Associate Director of filia die frauenstiftung, Katrin Wolf. Photo taken by Heike Günther.

business focus,” she says. She stood for a position on the foundation board in 2008 and was elected chair in 2013.

With her greater responsibilities at filia, increasingly the issue for Stefanie was how to manage her role there with her full-time position at A&O. The solution, she decided, was to reduce her working week at A&O by one day, freeing up that time for filia.

Around the same time she was also thinking about widening her interests beyond work. “In 2008, I had been in legal business development for 13 years, and was privileged to be with such a great firm as A&O doing highly fulfilling work, but I was looking for something new. filia would fill that gap for me.”

She recognised that, with her role as global head of client relationship management, it would require careful groundwork to ensure not just that she continued to do justice to her responsibilities, but that it would also work with the rest of her team. She raised the matter with Richard Grove, the director for

marketing and business development, who was very receptive to the idea.

“Allen & Overly has always been an organisation that has been supportive of pro bono work,” she says. “It was left up to Richard and me to agree whether it would work in my kind of role.

“And it has worked. I do predominantly project work and I need a team, but I also have senior managers to support the team. I’m very lucky that I have a very good senior team of colleagues around me.”

Indeed, the change in working arrangements did not work at all to her detriment as Stefanie was promoted to associate director in 2009. “Being promoted to that role is a really good indication of how effective agile working can be, and is a real credit to the firm for accommodating my desire to adjust my working hours. It shows it can be done,” Stefanie says.

When she is not travelling, Stefanie is happy to spend time at home in Frankfurt with her husband, Matthias, who also travels a lot for his job as a project manager. A keen cook, she and her husband enjoy entertaining. Both like music (at one point Stefanie considered studying classical guitar) and if she had more time, Stefanie would love to do more horse-riding. ●



"Allen & Overy has always been an organisation that has been supportive of pro bono work."

STEFANIE HOOGKLIMMER

► PEERPOINT – A&O'S GLOBAL FLEXIBLE RESOURCING BUSINESS

For our clients, Peerpoint offers a flexible way of accessing the services of top tier lawyers for projects or other interim roles, supported by the firm's expertise. We are working with some of the world's leading institutions to build a business which enables them to introduce more flexibility while continuing to secure the very best talent. For high-calibre lawyers, Peerpoint offers them the opportunity to take control over their working lives without compromising on the quality of their assignments and experience. Peerpoint enables lawyers to continue to develop their careers while pursuing their wider interests. Peerpoint is currently operating in the UK and Hong Kong, with future expansion plans in development.

► I'M BACK – A&O'S LEGAL RETURNSHIP PROGRAMME

I'm Back is a new pilot programme to encourage and empower experienced lawyers on an extended career break to return to professional roles in the law. The legal returnship six-month pilot will commence in the UK in 2016. The initial participants, all women, will be on fixed-term contracts of six months and after that we will discuss with each of them and their relevant departments where they go from there. We are the first among law firms in the UK to offer this kind of programme. It responds to the research that we sponsored, which was carried out by an organisation called She's Back, into the motivations and concerns of senior female talent considering a return to work.

See page 52 for the full story

► AD HOC FLEXIBLE WORKING

In 2015 we introduced a new approach to informal flexible working in our London and Belfast offices. There's no rulebook; it's based on mutual trust and a set of principles to help guide our people who may decide to work from home (or an alternative secure and suitable workplace) when it is practicable to do so. Some of our other offices have similar initiatives in place. Senior Partner David Morley says: "People want to work differently. They want to work more flexibly and have more control over their lives. That's a very rational choice. It doesn't make sense any more, with the technology we have, to drag yourself in an hour and a half on the train each way, which is a big part of your day. Sometimes you'll need to, but other times you won't. We have a highly skilled, highly motivated workforce. Let's trust them to make the decisions."

COMING BACK TO THE LAW

In a ground-breaking move for the legal sector, A&O is helping senior lawyers who have taken a career break restart their careers with a pilot project called 'I'm Back'.

Aileen Hitchens is the ideal advocate for I'm Back, a new approach to relaunching legal careers – she's done it herself.

In 2010, she had traded in her job as a senior associate in A&O's Employment team for self-employment because it was becoming too hard to juggle work with the demands of her young children. She gained flexibility but missed, she said, "the camaraderie, the buzz of the office and the quality of work".

The first time she was approached to return to A&O, she was unable to accept;

her third and youngest daughter was just five months old. But the second time, in 2015, she jumped at the chance. "The timing was right, the role excited me and it was the right thing to do," she said. "I'm delighted I took the step."

She now works a three-day week as Senior Employment Lawyer for HR – and is spearheading I'm Back.

'A&O's Legal Returnship' is how this landmark programme, a six-month pilot in the UK that will start in early 2016, is being described. The small group of participants, all women, will be on fixed-term contracts which run to



early July 2016 – deliberately planned to fit around school holidays.

It's believed to be a first among law firms in the UK, but has been described as the 'logical response' to research carried out by an organisation called She's Back into the cost of losing senior female talent. A&O was one of the study's five sponsors.

The firm had been aware for some time that it, in common with law firms across the UK, has an issue retaining senior lawyers, with women accounting for a large proportion of those who leave at a senior level. While A&O needed to look at how to stem this exit flow, it also wondered if it could attract back some of its lost talent.

Global HR Director Genevieve Tennant said I'm Back is "an exciting development" in A&O's 20:20 programme, which aims to reach a threshold of 20% female partners by 2020.

"Today 17% of partners globally are women, 3% higher than when we started. A number of our offices, most notably Amsterdam and Hong Kong, are well past the target. Last year, 40% of the internal partners admitted were women. So we are moving the needle."

She hopes participants in I'm Back will notice a difference in the organisation's attitude to flexible working and accommodating different ways of making a contribution, compared with when they were last with the firm. "We've made real efforts to shift the mindset around flexible/agile working," said Genevieve. Technology today makes flexible working so much more possible and more efficient than in the past, and as a result many more partners are taking advantage of it.

Genevieve herself had a career break 15 years ago and feels her twin daughters, now 18, gained from her return to work. "I hope I've shown my daughters that you can combine active motherhood with a senior role. It's not easy for anybody, male or female, but the sense of achievement is tremendous and very rewarding.

"I'm Back is also about giving participants the confidence to resume and succeed in their careers, and to illustrate to those with us that it's possible."

If this initial pilot proves successful, further programmes will likely be run.

"When we started," said Aileen, "the idea was to attract people who had taken a significant career break, which we defined as three to ten years. But we had great applicants who had been out up to 15 years so we were flexible with this.

"The target is primarily senior associate level, or counsel, but we even had an ex-partner apply and we were also open to those with less experience. It's a mixed bag of people: some of our applicants had been using their professional skills a little, others hadn't. We tried to keep the pilot as open as possible."

Reaching the right people was a problem highlighted in the She's Back research. It found that many women slipped through the gaps in professionally orientated networks, such as LinkedIn or traditional alumni programmes, because these networks did not provide what they currently needed. So while the A&O programme used the firm's internal channels, the A&O Alumni Network and the legal press to get the message out, it also ventured onto social media to invite interested alumni to a workshop on 29 June, which was designed to whet people's appetite.

Judging by feedback, it did exactly that, with a mix of high-level speakers and panellists demonstrating a broad picture of what life would be like for returnees. "It was an inspiring and thought provoking day, which highlighted the wealth of talent this programme could unlock and bring back to the firm," said Aileen.

The pilot will commence with one to two weeks of training covering technical skills, legal skills, general orientation (for example, the management software Omnia may not have been in use when the returnees left) and confidence building workshops to prepare them for the rest of their contract, which they are spending in their relevant departments.

Each participant will have a sponsoring partner as well as a buddy and mentor to ensure they are looked after and feel supported.

What can they and A&O expect to get out of it? Aileen said the hope was that a good proportion of this first group would join Peerpoint, because its business model provides the flexibility the majority of applicants were seeking. "But some may stay at A&O," she said. "Where people go from here very much depends on the individual. "We're very excited for I'm Back."

'IT'S NOT CHARITY WORK'

She's Back, a new organisation helping businesses access the untapped potential of women who have taken a career break, teamed with the University of Edinburgh Business School to carry out research between January and April 2015.

They found that 89% of women who had left legal careers were keen to return at some point but found it difficult for a variety of reasons. These included inflexibility of work in its current form, lack of support from managers, a culture of presenteeism, resistance to measuring performance on output and entrenched culture and incentives.

Losing senior staff at a key point in their careers is damaging to the firm as well as the individuals, with the real costs estimated at GBP5 million or more a year.

Their recommendations for A&O:

- ▶ Build a clear business case and simple articulation of why this matters to the firm
- ▶ Build leadership commitment among the partnership
- ▶ Set targets for measuring progress
- ▶ Identify likely barriers to internal change
- ▶ Develop education and training for managers

"Helping women back after children isn't charity work," wrote one survey participant, "you get hugely talented and dedicated women who stay with employers that help them juggle. Of all the people I've worked with, the most efficient have been working mothers." ●



IN MEMORIAM

The Alumni Network remembers A&O colleagues and friends who passed away in the last 12 months.



ANGUS HEWAT
A&O: 1958-1992

Angus Hewat, Corporate partner in London from 1958 to 1992, died in December 2014 at the age of 84.

Angus joined the firm in 1958 and became a partner in 1962. He retired in May 1992 aged 61, having been a partner for 30 years. Angus was a major figure in the firm. London was changing from being a capital city to an international financial centre, so A&O changed with it, and Angus was at the centre of that.

Angus's career spanned major financial events, such as the nationalisation of the steel industry in 1967, the secondary banking crisis in the early 1970s and the Big Bang in 1987. He had an impressive list of clients and transactions from that era; the clients being a mixture of what we would now call FTSE 100 and 250 listed companies, and large U.S. companies, with a steady stream of instructions from merchant banks.

In the office Angus was a huge character. He was eccentric and fun to work with. He had high standards and challenged individuals, but gave them room to grow.

Angus was the consummate city lawyer: hard-working, determined, with nerves of steel. If things got tough, Angus was the one to turn to.



I think it's fair to say we were all in awe of Angus. He was tough, focused and very clever. He had great presence, and great judgement – his clients loved and respected him. By the time I met him in 1980, he was immensely experienced – if in doubt we used to say: 'Let's ask Angus,' or in fact, 'Let's ask Mr Hewat,' as that was how he was addressed by non-partners! I once went to stay with him and his wife, Anne, at their house near Chichester to go racing at Goodwood, and one of the other guests asked me how I knew Anne and Angus. When I replied that I worked for 'Mr Hewat', Angus drew me aside and said: 'Down here, it's Angus' – with some emphasis on 'down here'.

He operated from a famously disorganised office, where he could (rather irritatingly) nearly always find whatever you were looking for, under piles of paper, sometimes ten inches deep – precariously perched on a ledge somewhere. He was also a legend among his partners for being very slow to bill clients, but when he did, the bills were often quite eye-watering.

In the office he was a huge character – he didn't go to see senior partner, the senior partner used to go and see him – normally about his (lack of) billing.

Angus was much more than his clients and transactions. Working for him also allowed you to see his family life through the prism of the office; if Anne rang, everything stopped and she was top priority, he spoke (and he didn't really do small talk in the office) with real fatherly pride about his children, Sophie and Harry, and his two step-children, Simon and Louise. His funeral was a family affair with his grandsons carrying his coffin into the church.

Richard Cranfield, Partner, London ●



JONATHAN HORSFALL TURNER
A&O: 1967-2004

Jonathan Horsfall Turner, one of the founding partners of the Banking department, died in July 2015 at the age of 69.

Jonathan joined A&O as an articled clerk in 1967 armed with a first-class law degree from Cambridge. He quickly became one of the key gurus of what we then called the 'Euromarkets' – markets that had nothing to do with the Euro, which hadn't yet been invented.

In the early 1970s, before Jonathan became a partner, he was instructed on what had to be the most prestigious transaction around. The UK Treasury was to borrow from a syndicate of international banks and the banks needed a lawyer to prepare and negotiate the contract. They didn't go to Allen & Overly; they went to Jonathan Horsfall Turner, assistant solicitor.

During the 1980s, Financial Restructuring was an area in which Jonathan excelled, combining his expertise with steadiness and calm and sound judgement in times of crisis. One example of this was how he became the close confidant and adviser of Rupert Murdoch, working closely alongside him in the refinancing of the News Group.

During his final decade at A&O, Jonathan undertook various major projects in southern Europe, most notably Greece – the construction of a ring-road around Athens and a metro system in Thessaloniki were two examples.

Jonathan will be remembered for his good humour and laughter in the office, however tough the going was. The library atmosphere of the B3 corridor would frequently be broken by guffaws and peals of laughter.

He was one of the key pillars of the firm's practice for some 40 years. A&O would be a different place had it not been for Jonathan's immense contribution and his reputation as one of the leading lawyers of his time.



I first came to know Jonathan while working as a young associate in the newly formed Banking department in the mid-1980s. He was a prodigious worker and a brilliant lawyer who attracted clients and work by the busload. He was always glad of another pair of hands. Anyone who could spell 'bank' would have done in those days (and if you couldn't, training would be given). And so I had my chance.

Despite a workload that would have broken lesser men, Jonathan never complained. He rarely raised his voice or expressed irritation. He had a way of quietly correcting my errors with a twinkle in his eye – a suggestion here and a tweak there. As he did, he gradually revealed the secrets of his craft and helped me learn.

He heaped responsibility on me. At less than two years qualified, I was dispatched alone to Quebec to negotiate a CAD1 billion multi-option facility for the Province of Quebec being provided by our client National Bank of Canada – a very big deal in its day.

It was a memorable trip mainly because I had absolutely no idea what I was doing. Jonathan waved away my protestations of insufficient experience, expressing a confidence in me that I felt was sadly misplaced. The trip became more interesting when the light aircraft taking me to the meeting in Quebec suddenly aborted the landing to avoid hitting a moose on the runway.

Anyway, I survived, the clients expressed themselves pleased, and Jonathan promptly piled an even bigger deal on my desk.

Jonathan was one of the best banking lawyers of his generation. His ability to find a solution that satisfied everyone – in tense, difficult negotiations – with a few deft strokes of his pen was spellbinding. He could spend less than a minute casually glancing through a 100-page agreement and identify three fundamental flaws that everyone else had missed (plus a way to fix them). He was a genius at practical application of the law to the benefit of his clients.

I always felt privileged to have known someone like Jonathan. He had a mischievous sense of humour. He showed great kindness to others. He loved good food and fine wine. He had an unusual interest in music, architecture and

all things Georgian. He embraced life with gusto and a penetrating intelligence: a person, who drew others to him by force of personality and enthusiasm.

Serving the client was at the heart of his personal philosophy but never servility. I remember him defending a piece of my drafting to a client who claimed I had not followed his instructions. Jonathan calmly took the client through the drafting until it became obvious, even to the client, that he had simply misunderstood the words on the page. The client mumbled an apology. I was devoted to Jonathan after that.

His funeral was naturally a sad occasion. The turnout of former and current A&O people was huge. Many had similar stories to my own. He seemed to have a way of working with younger lawyers that made him a legend. Many current and former partners, like me, owe him a debt of gratitude for the way he helped us grow professionally.

I mourn his departure. He will be greatly missed.

David Morley, Senior Partner ●



PHILIPP WAHL
A&O: 2009-2015

Philipp Wahl was head of A&O's Russia and CIS practice, dividing his time between London and Moscow, and was managing partner of our Moscow office. He died in October 2015 after a long battle with leukaemia.

He was widely recognised as one of the leading lawyers focusing on mergers and acquisitions and corporate finance transactions in Central and Eastern Europe and CIS countries.

Colleagues paid tribute to him, remembering him for his selflessness and his loyalty to those who worked with him and for him.

Richard Cranfield, London-based partner and Chairman of the Global Corporate practice, said: "Philipp joined A&O from Skadden Arps in 2009 as a lateral partner. Unusually he joined as a partner, while not having been one at Skadden; a decision the firm never regretted.

"While he sat in the Corporate team in London, his practice spanned all practice areas and he also worked with many offices.

"Philipp was highly successful and much liked by his clients. However I will remember him most for his personality. He was a great person to work with and for, and hugely popular; he had a great manner and manners.

"At this sad time, our thoughts are with his wife, Luly, and their three children."

David Morley, Senior Partner, said: "Philipp's untimely death is a heart-breaking loss to his family and the firm. He was a loyal and hardworking partner and a true gentleman. He fought his illness with characteristic bravery and spirit. He will be very greatly missed."

A Mass was held at St Mary's, Cadogan Street in London. The church was packed with his family, friends and a large number from A&O, led by David Morley and Wim Dejonghe. The service highlighted his love of his family, and the fact that while fighting the disease, he had spent more time with Luly and his children than he had expected and had drawn great comfort from that. The service also reflected his deep faith. His coffin was carried from the church by his brothers and close friends.

His funeral was held in Austria at St Oswald, Moderbrugg, his family's local church, and his ashes were thereafter interred in the family vault. ●



SIR CHRISTOPHER WALFORD
A&O: 1959-1996

Sir Christopher Walford, former London partner, died in October 2015 at the age of 80.

Christopher joined A&O in 1959. On qualification he worked for Jim Thomson, then senior partner, becoming a partner himself in 1970 and retiring in 1996.

He had a very precise drafting and negotiating style, demanding immense attention to detail. His focus was on Company work, and so in today's terminology he was a Corporate partner.

Christopher's clients included companies listed on the London Stock Exchange, and also subsidiaries of large non-UK groups, particularly U.S. ones. He also acted as the graduate recruitment partner.

Outside the office, Christopher was a member of the Honourable Artillery Company (HAC) and was deeply interested in local government. He had the distinction of being Lord Mayor of the Borough of Kensington & Chelsea in 1990, a position his mother had held before him. Thereafter he became Lord Mayor of the City of London in 1994/1995, for which he was knighted in 1995. He is thought to be the only person to have held those two mayoralties.

Christopher's first wife, Anne, predeceased him. They had two children, Rupert and Lawrence. He is survived by his second wife, Denise. ●



MARTA BERTRÁN
A&O: 1997-2015

Marta Bertrán, Chief Operating Officer of our Madrid office, died in March 2015 after a long battle with cancer.

Marta joined A&O in 1997 as an associate, becoming a senior associate in 2007. She specialised in corporate finance, M&A and derivatives deals, many of which were of great importance to the Spanish practice. In March 2010, she was appointed COO.

Among her colleagues, Marta was renowned for her energy and creativity, taking on a broad range of projects with boundless enthusiasm. She was a charming and warm person who generated enthusiasm in others. She was wholeheartedly committed to the firm and to playing a key role in its success.

Marta will be remembered as a great lawyer: positive, energetic and with a determination to make things happen. ●



KEITH DEMPSTER
A&O: 1998-2001

Keith Dempster, Corporate associate in London between 1998 and 2001, died in June 2015.

Keith joined A&O in 1998 and left three years later to join KLegal as a director. He also worked for the law firms MRP and Penningtons Manches LLP, and for the last nine years was a partner at Kerman & Co LLP, specialising in corporate finance and commercial law. ●



FAIRLIE HOPKIN
A&O: 1930-1953

Fairlie Hopkin, A&O's oldest alumna, died in April 2015 at the age of 99.

A&O comprised just 12 people when Fairlie started as a shorthand typist in November 1930. She moved to work for Litigation partner Willie Martin and then as the third secretary for co-founder George Allen.

Fairlie continued to work for George Allen throughout the Second World War, by which time she had become his 'No 1' secretary. After the war, though the practice prospered, George Allen left the firm in 1953 after a falling out with Thomas Overy.

Soon after, George Allen set up Gallen Consultations and invited Fairlie to work for him. However, by that time, his health was starting to suffer and he died three years later.

Fairlie, a life-long Londoner, devoted the remainder of her life to the Red Cross. ●



JO BAKER
A&O: 2007-2015

Jo Baker, a Corporate PA in London who was known for her delicious homemade fruit sponges, sense of humour and zest for life, died in September 2015.

Jo joined A&O in February 2007 as a legal PA for the Competition and Antitrust team (C1). She was a popular member of the PA community and was always happy to help others, particularly new joiners.

In June 2009, she was diagnosed with cancer, which eventually forced her to take long-term sick leave. Throughout her illness, Jo kept in regular contact with colleagues and saw them frequently. She loved going on holiday, especially cruises, and even after her diagnosis continued to take short breaks to new places. ●



PATRICIA HEATLEY
A&O: 1997-2009

Patricia Heatley, Private Client associate in London between 1997 and 2009, died in March 2015.

Patricia was a popular member of the team despite her career being cut short by illness. She was diagnosed with cancer in 2000, and returned to work after her initial treatment, but unfortunately could not continue when the disease returned.

Throughout the rest of her life, she kept in touch with her A&O friends. It was characteristic of her lovely nature that she remained cheerful and was great company until her death. ●

Visit the Alumni Network website at www.allenoverly.com/alumni to read the personal tributes submitted by A&O and alumni colleagues.

Submit your own tributes by emailing thealumniteam@allenoverly.com.

YOUR NETWORK

A GLOBAL COMMUNITY

Our largest groups of alumni members are located in the UK, the Netherlands, Germany, the U.S. and Belgium.

8,900+
members in

70
countries

44
offices in

31
countries

NEW OFFICES



BARCELONA

With Iberian headquarters in Madrid, A&O has been present in Spain for the past 23 years. The opening of the Barcelona office brings the firm closer to its clients and bolsters its practice areas and presence both in Spain and across the global network.



JOHANNESBURG

Increasing interest in Africa from clients across our global network was a key driver for the launch of our office in October 2014 in Sandton, Johannesburg.



SEOUL

This new office will enable us to bring the full weight of our international network combined with our deep sector expertise and product knowledge to bear for clients located here or wishing to invest. A&O will not offer local Korean law advice and will continue to work with local relationship firms.

INDEX

<i>Allen, George</i>	57	<i>Cranfield, Richard</i>	54, 55	<i>Hewat, Angus</i>	54
<i>Baker, Jo</i>	57	<i>Dawson, Alli</i>	12-17	<i>Hitchins, Aileen</i>	52-53
<i>Barrett, Ed</i>	12-17	<i>Dejonghe, Wim</i>	4-11	<i>Hoogklimmer, Stefanie</i>	50
<i>Bertrán, Marta</i>	56	<i>Dempster, Keith</i>	57	<i>Hopkin, Fairley</i>	57
<i>Boehm, Simone</i>	48	<i>Dumisa, Khulekani</i>	38	<i>Horsfall Turner, Jonathan</i>	54-55
<i>Botha, Lisa</i>	38	<i>Duncan, Mike</i>	34, 36, 37	<i>Jones, Amanda</i>	38
<i>Bowden, Philip</i>	38	<i>Falconer, Alice</i>	44	<i>Keaveny, Jake</i>	38
<i>Brown, Tom</i>	12-17	<i>Fazal, Khurshid</i>	38	<i>Lawrence, Jonathan</i>	12-17
<i>Brushfield, Rachel</i>	12-17	<i>Fox, Ben</i>	45	<i>Leckie, Elizabeth</i>	38
<i>Campion, Meredith</i>	38	<i>France, Emma</i>	32-33	<i>Lennox-Hennessy, Frank</i>	22-25
<i>Cockburn, Alex</i>	38	<i>Grove, Richard</i>	50	<i>Lenta, Allen</i>	39
<i>Collins, Alistair</i>	38	<i>Heatley, Patricia</i>	57	<i>Lines, David</i>	38

DID YOU KNOW?

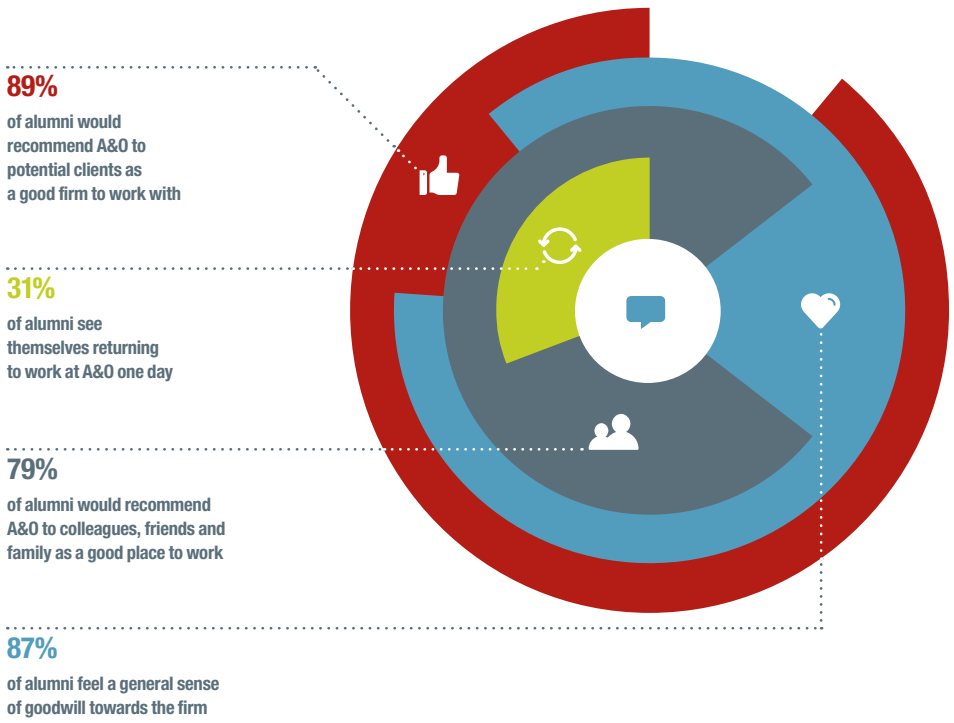
- 279** alumni returned to A&O in 2014.
- 249** alumni returned to A&O in 2015. (at time of printing)
- 20%+** alumni move countries at some point in their careers after leaving A&O.



- 34** alumni globally serve as Alumni Ambassadors. We are looking ambassadors in Belgium, Germany, Hungary, Spain, Thailand, UAE and the U.S.
- 11** satellite events were part of our Global Alumni Reunion 2015.
- 1,400+** people attended our events in 2015.



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<i>Livingstone, Guy</i>	28-31	<i>Rule, Oliver</i>	47	<i>Van der Merwe, At</i>	38
<i>Lovesay, Steven</i>	38	<i>Scales, Tim</i>	34, 36, 39	<i>Van der Poel, Jason</i>	39
<i>Martin, Willie</i>	57	<i>Scarr, Kiran</i>	18-21	<i>Vinter, Graham</i>	39
<i>McLeish, Grace</i>	38	<i>Scorah, Ian</i>	46	<i>Wahl, Philipp</i>	55
<i>Mnduzulwana, Luvu</i>	38	<i>Seward, Karen</i>	12-17	<i>Walford, Sir Christopher</i>	56
<i>Morley, David</i>	4-11, 55, 56	<i>Shawe, Lionel</i>	36, 37, 38	<i>Whitelaw, Ben</i>	38
<i>Mthembu, Lindani</i>	38	<i>Stewart, Gordon</i>	38	<i>Wong, Kathleen</i>	38
<i>Nicholls, James</i>	38	<i>Stewart, Joanna</i>	12-17	<i>Zungu, Sibusiso</i>	38
<i>Paris, Rachel</i>	49	<i>Stokes, Jon</i>	12-17		
<i>Pease, Alex</i>	1, 12-17	<i>Tennant, Genevieve</i>	53		
<i>Picken, Bob</i>	12-17	<i>Thomas, Jeremy</i>	12-17		
<i>Rivlin, Ken</i>	38	<i>Thomson, Jim</i>	56		

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Each of these objects represent how at least one of the Alumni team finds success. But which one? Correctly match each object to a team member and there will be a prize for the first correct answer.

Answers to thealumniteam@allenoverly.com



▲
The Alumni team from left to right: Pauline McFerran, Stella Ekekesbis, Alex Pease and Jenny Enever.

