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FEATHER IN HER CAPP

Melbourne Lord Mayor Sally Capp promises “purpose and people, not politics”
Introduction

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I have always considered the Alumni Network central to the life and culture of the firm, something that is very evident at our reunion events around the world. I perhaps feel it even more keenly now I’ve become an alumnus myself. As I used to say to colleagues when they moved on to pastures new, you never really leave Herbert Smith Freehills, and we hope you all continue to feel part of the family. We are always extremely pleased to see you again.

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Wishing you good health, happiness and continued success in the year to come.

With best wishes

Adrian Clough
Senior Alumni Ambassador

Credits
Editors: Brooke Donato, Kym Somers, Oliva Troop, Grace Maminzwa.
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From the CEO

The theme of this Alumni Matters is the Future of Work. Implicit in the reason for choosing this as a theme is that there are profound changes at play: where we work and how we work. Additionally, what we look for in the workplace to satisfy our desires as humans, and (of course) how employers are responding. These are issues that are close to my heart and occupy much of my waking hours. I am excited by the changing world in which we live and in which our business operates.

In these pages, we feature many of our talented and amazing alumni, who, in their own way, are at the heart of the changing workplace and world of business. Profit is no longer the sole purpose for more and more companies. Collaboration, rather than competition, underpins the rationale of Treasury Wine Estates, where Katie Hodgson is the general manager for people and capability, and the Australian Human Rights Commission, where Emily Cukalevski is policy advisor in the disability rights team. Creating a community around the business is equally as important as making a profit for our two lawyers to founders, Rob Martineau and Jo Black.

Uber is disrupting the business of urban mobility, which among many other facets, raises significant legal challenges that need to be addressed. Those challenges, and the prospect of joining a company at the forefront of business disruption, is what attracted Hon Ng (in Hong Kong) and Fiona McKenzie (in London). They speak of the satisfaction of developing solutions to a constant set of new problems, none more so than in Uber’s desire to develop aerial ride sharing.

Widening the scope still further, we profile Sally Capp (our cover feature), who tells of her perspective as the Lord Mayor of Melbourne, which is recasting itself as a knowledge-driven economy, and Emmanuel Rugambwa, who has watched the transformation of Rwanda from a country torn apart by ethnic conflict to a model nation founded upon the (re-established) rule of law, productive inward investment and global-standard procurement practices.

At Herbert Smith Freehills, we are also embracing the changing world of business. We see huge potential for artificial intelligence, which we already use for document automation and data analysis. This year, we formally launched our Legal Operations function, to bring to bear skills and knowledge in legal project management.

We have expanded the scope for flexible working, with noticeable benefits for workflow management. In Australia, TeamSource, our programme for using lawyers on a project basis, has enhanced our resourcing, both within the firm and to support client secondment requests.

The pace of technological advance means our people need to be more responsive than ever in understanding innovation and how it can improve the service we offer our clients. Lawyers now have to strengthen their broader range of skills to maintain the mantle of trusted business adviser.

That said, some things will always stay the same - in particular, our core values of standards of excellence, collegiality and client dedication, as our returning lawyer, Emily Fox, discovered to her pleasure.

We hope in this issue of Alumni Matters we raise interesting questions and stimulate thoughts. As always, do get in touch if you have any comments or suggestions.

Mark Rigotti
CEO

ALUMNI MATTERS 2019
HERBERT SMITH FREEHILLS
Alumni Reunion, New York

20-year Trainee Anniversary, London

Christmas Lunch, London

Alumni Reunion, Sydney

25-year Trainee Anniversary, London

Alumni Reunion, Perth
You currently live in Kigali. Were you raised in Rwanda?
No, I was born in Uganda. My parents fled from Rwanda to Uganda, where I was born in 1964. However, when I was growing up, my parents always made it clear that we were Rwandans and our home is Rwanda. I moved to Rwanda myself in 2002, when I was 19 years old. By then, Rwanda was in the process of recovering from the genocide against the Tutsi of 1994.

What did you do when you moved to Rwanda?
I went to law school. Why law? I was inspired by my two uncles, who were both lawyers. I watched them and learned from them. I became interested in land and property rights. I studied law in Rwanda and then decided I wanted to do a master’s in law. I was interested to study in a common law system, to complement the civil law system that I had trained in in Rwanda. I had an opportunity to study my LLM in commercial law at the University of Manchester. That was incredibly instructive. I also made friends and contacts with so many lawyers, who I am in touch with still.

What did you do when you returned to Rwanda after completing your master’s?
I had wanted to start my own law firm, but, after taking advice, the better counsel was to get some work experience first. I went to work for the Rwanda Development Board, in the strategic investments department. My job was to negotiate and advise on inward investments by investors in Rwanda. This was a formative experience and I learned a huge deal. We had some help from international law firms, but mostly we were doing the deals ourselves.

What sorts of projects were you involved in and what was your role?
We handled a wide range of projects, that were critical for the development and rebuilding of Rwanda in a number of sectors such as infrastructure, mining, energy, agriculture, health and ICT. I would frame the legal structures of these projects, often lead the negotiations with the foreign investors or their lawyers, and coordinate the negotiations with other government and private sector stakeholders. Then, as a good corporate lawyer, I would draft the actual documents, of which there would be many!

Any particular projects that come to mind? There were many of them, but a couple of them stand out. One was for the new airport in the eastern city of Bugesera, which is an over US$500 million project, and the second was a major tea investment by Unilever. I also enjoyed work on some manufacturing investments. You learn a lot about different industries and sectors.

Is foreign investment important to Rwanda?
Yes, it definitely is, and it is our government’s firm policy to welcome inward investment. We make sure that we are investor-friendly. In fact, Rwanda is recognised globally in terms of ease of doing business. We are ranked as second easiest place to do business in Africa, 29th globally (the only low-income country in the top 30) and Rwanda is recognised as a leading reformer of all time. We are, however, careful about what investment we allow in, and always make sure there is a balance between the private and the public sectors as we develop the economy. Some industries need to be kept under some level of state control but we ensure that the economy is largely private-sector driven.
The biggest climate protest in history took place alongside this year’s United Nations Climate Summit. Millions of people, young and old, from some 185 countries, united in protest to demand urgent action to cut emissions and stabilise the climate. The youth movement started by Greta Thunberg inspired students, trade unions, and employees to coordinate across time zones and cultures.

Against this backdrop, businesses are being challenged to demonstrate a positive response to climate change and other social issues, and that their purpose is not just to make profits for shareholders but to improve the welfare of the wider community.

The current business lexicon is well versed with corporate social responsibility and the concept of a “social licence to operate”, but increasingly the push is shifting this mindset toward creating social value and “doing well by doing good”. Regulation is catching up across the globe with increasing focus on creating and hardening previously soft laws governing environmental, social responsibility and governance (ESG), business and human rights (BHR) and, of course, climate change.

Like many environmental and social issues, risks associated with climate change rarely have solutions that are simple or immediate. There is a need for corporates to take a nuanced approach to balancing climate risk mitigation measures with other environmental and social impacts, and for companies to find ways of effectively communicating with regulators and constituents about how they propose to balance these sometimes competing considerations.

Are you up to the climate change challenge?

Across all industries ranging from financial services to natural resources, businesses are embracing the climate change challenge by responding to demand for lower-emission products and services. They are innovating their operations to adhere to higher standards, and factoring carbon pricing into their strategic planning as evidence of their commitment to combat climate change and comply with emerging regulations. This enhances their attractiveness not only to consumers and employees but also to investors – giving them further access to funding with which to drive innovation and positive change.

Five steps to success

In our new report Climate Change: Succeed in a Lower-carbon Future we outline five steps towards better climate change risk management to help corporates understand the political, regulatory and commercial pressures. Corporates that weigh up the risks, identify where they can reduce or negate their impact on the climate, will contribute to a thriving and sustainable economy. Demonstrating a wealth of social value can open up access to the best resources, markets, talent pools and commercial partners. Rewards will be commercial, financial, societal and environmental.

Visit www.hsf.com/climatechange to download the report and develop your climate change action plan.

Number one business risk

• According to CDP (formerly the Carbon Disclosure Project), the benefits to businesses investing in sustainable/lower emissions products and services is almost seven times the costs involved ($US8 trillion in costs, $US2 trillion in opportunities)

Increasing litigation and a fragmented regulatory environment

• US climate change litigation has increased by 86% in two years and the rest of the world is following suit.

• By mid-2019, there were more than 1,600 different laws and policies relating to climate change across 164 countries.

Workforce activism

• One of the biggest triggers for employee activism stems from corporate social responsibility and environmental issues.

Opportunities for businesses stem from innovation

• According to CDP (formerly the Carbon Disclosure Project), the benefits to businesses investing in sustainable/lower emissions products and services is almost seven times the costs involved ($US8 trillion in costs, $US2 trillion in opportunities)
FEATHER IN HER CAPP

There has been much conjecture about how the very concept of work is changing and what our working lives may look like in the future. Becoming Lord Mayor meant Sally Capp had to consider not only the future of her own working life but also that of the thousands of citizens she represents.

For Sally Capp, becoming the 104th Lord Mayor of Melbourne was not something she had ever contemplated. The first woman to be directly elected to the role and only the third to take office in 176 years (after Leckie Ord in 1987-88 and Winsome McCaughey in 1988-89), the former lawyer and self-professed “fiercely loyal Melburnian” took on the job in May 2018. “I often look back and think ‘what was I thinking?’ because it was never in my life plan,” she says.

The catalyst was the ignominious resignation of Sally’s immediate predecessor, Robert Doyle, which led to a series of late-night conversations with husband Andrew Sutherland regarding the leadership of their home city. “I have always been someone who enjoys championing causes and the fact that there appeared to be this deterioration of respect for the role was really concerning,” she recalls. “We looked at each other and thought, if we feel that strongly about it, why don’t we put our hand up?”

What followed was the steepest of learning curves, which began with her favourite part – visiting Officeworks, to buy butcher’s paper, coloured pens and everything needed to construct a campaign, something she had never done before. An unaffiliated independent, she ran under the promise of “purpose and people, not politics” and vowed to be a Lord Mayor for all of Melbourne, not specific interest groups. This declaration clearly resonated with a populace that voted her in with a hefty 25 percent of the ballot before the distribution of preferences (and 53 percent afterwards).

This particular role may have been new to her, but Sally is no stranger to breaking fresh ground and ticking off firsts. She was the first woman to hold the London-based role of Agent-General for Victoria and the first elected to the board of the Collingwood Football Club, a team that holds her heart. Her former roles are as diverse as the CEO of the Committee for Melbourne, Executive Director of the Property Council of Australia and COO of the Victorian Chamber of Commerce and Industry. She has held senior positions at KPMG and ANZ and sat on numerous boards, including the Melbourne University Faculty of Business and Economics and the Olivia Newton-John Cancer Research Institute.

“I know it looks like I have moved around a lot,” she says of her remarkable résumé, “but it’s very much having my mind and heart open to that serendipity of opportunity.”

Sally talks about the importance of asking the right questions and this is a skill she utilised throughout her initial bid for the mayoral role. But what she wasn’t prepared for was the depth of scrutiny and barrage of criticism people can face when campaigning for public offices. “People make a lot of assumptions about you and those assumptions come at you with an energy that makes it almost tangible... when you go to the ‘meet the candidate’ nights you are confronted with people that hate you,” she recalls, still clearly unsettled by the experience.

But there was a lesson in this, says Sally, who has now promised herself to never fall into the same trap. “When I find myself doing it, particularly in important situations, I take myself back to the place where I felt so confronted by the fact that people had already made a decision about me. I reorient myself to ask more questions and ensure I don’t make those assumptions.”

This determination to keep asking, to gather evidence and to remain curious goes back to her experiences as a lawyer. “Testing that evidence and, frankly, my whole attitude to barriers, moving around barriers, over barriers, under barriers, whatever is required to keep moving forward, a lot of those skills were absolutely honed during my time at Herbert Smith Freehills,” she says. “Also, I’m not intimidated by detail, I’m not intimidated by regulation; I’m perfectly comfortable with contracts and things that look legalistic or complicated. I have a comfort level as a result of all those years of diving into that stuff.”

She is also comfortable with collaboration and negotiation, both vital skills for someone leading a city council – the local tier of Australian government. Because no matter
The Council also offers small business grants, for such fledgling enterprises as the successful KeepCup campaign and the grassroots campaign to encourage young women to get into coding. Code Like a Girl, while also working with community organisations and helping them with internships or apprenticeships and connecting them into employment organisations.

Then there is the annual 10-day ‘knowledge week’, which is about showcasing our knowledge sector in terms of transitioning research into how people can operate more efficiently, operate their businesses more efficiently or gain more productivity – to understand what the future of work and the future of cities looks like, so that they can adjust.”

**Innovation**

The future of work is in new ideas and fresh thinking, particularly from the next generation, believes Sally.

“Innovation and research are highly valued and that helps attract more than 50,000 overseas tertiary student residents to live in our city. We have benchmarked our city against other highly active start-up and research and development cities and we are developing well. Our next challenge is to ‘scale up’ to successfully commercialise and grow our start-ups.”

Sally says another driver of population growth in Melbourne is its smart city initiatives and embrace of future-focused technologies. “The City of Melbourne has a Smart City office and we’re harnessing technology to respond to growth,” she explains. “Smart technology is being used throughout the city to help make Melbourne better: whether it’s saving water, saving energy, enhancing pedestrian movement, easing congestion, cutting waste or finding a car park easily. We are taking a smart city approach to improve safety, productivity and amenity in our city.

“For example, we’ve installed nearly 400 solar smart bins across the central city. This has reduced bin collections by 85 percent. ‘For example, we’ve installed nearly 400 solar smart bins across the central city. This has reduced bin collections by 85 percent. 

“We contribute more than $95 billion to the national economy annually. This means there is greater demand for highly skilled knowledge workers, particularly in science, technology, engineering and mathematics. Our knowledge economy has driven our investment, with the State Government, in start-ups. We know that is important to foster an ecosystem to help young entrepreneurs succeed.”

The Council has implemented a number of initiatives to make this happen, such as a scheme to bring together some of the brightest minds around, via Melbourne Innovation Districts (MID). The City-North segment is an area that includes the central campuses of RMIT University and the University of Melbourne, the State Library of Victoria, Queen Victoria Market, the Royal Exhibition Building, Trades Hall and the Melbourne Museum as well as the Parkville medical precinct. “The area is home to 21 percent (60,260) of all knowledge sector jobs in Melbourne,” says Sally. “The partners in the Melbourne Innovation Districts will collaborate to bring research and development activities out of their institutions to enhance innovation in people’s lives and in the operation of businesses and organisations.”

“I didn’t really appreciate the depth and breadth of what local government gets involved in,” says Sally. “In the number of programmes that we have to support, from people being able to access training and upskilling… to forums on how smaller businesses can improve their social media and marketing platforms.”

Apart from looking after the interests and future prospects of Melburnians, there’s also the whole tourism sector to consider. With unprecedented growth in this area and record numbers of visitors, as an industry it also offers increasing employment opportunities now and into the future.

When Sally decided to throw her hat in the ring for Lord Mayor of Melbourne in the summer of 2017, she genuinely had no idea what she was letting herself in for. “I was only ever seeing the tip of the iceberg, in terms of what local government does, how involved it is with the local community, how strategic it is in terms of future planning and, now that I’ve been able to peer inside, that sense of tentacles and depth and breadth…it really has taken me by surprise, but delightful surprise.

“It’s been full-on and fabulously,” she concludes. “It’s been everything I thought it might be on steroids and so much more.”
COMING FULL CIRCLE: ALUMNI REUNITE TO LEAD KEWEBI JOINT OPERATION

Stanley Xie and Gavin Guo are alike in many ways. Both born in mainland China, they developed a taste for the law in their youth, attended the same university, and ultimately ended up as Herbert Smith Freehills alumni. Now, as partners in our new Joint Operation with Chinese firm Kewei, the lawyers bridging the divide between the two firms share their stories. We caught up with them in Shanghai to learn more about their journey.

Stanley Xie
Alumnus of Hong Kong, Beijing and Shanghai offices 2007 – 2019

Gavin Guo
Alumnus of Shanghai office 2007 – 2014

By this time, Kewei had already started working with Herbert Smith Freehills in an informal capacity while the Joint Operation was in its planning stages, so Gavin found himself back in a familiar place. “Joining Kewei was like coming back to the Herbert Smith Freehills family in many ways,” says Stanley.

Since the Shanghai Bureau of Justice gave the go-ahead in August for the two firms to create the Herbert Smith Freehills Kewei Joint Operation in the Shanghai Free Trade Zone, Stanley and Gavin’s somewhat parallel lives have come full circle, working together with their old firm through the Joint Operation.

The tie-up, one of just six given the green light since the initiative was first announced, allows Herbert Smith Freehills and Kewei to officially collaborate on cases, giving clients seamless access to Chinese law capabilities.

It’s the latest development in China’s legal industry. Foreign law firms were first sanctioned to set up practices in mainland China in 1992. However, foreign and Chinese lawyers employed by foreign firms are not permitted to retain their Chinese practising certificates or offer official legal opinions. This means foreign firms hire PRC law firms on a matter-by-matter basis, causing logistical and administrative complications for all involved and inevitably higher fees for clients.

Despite this complexity, Herbert Smith Freehills had built a strong practice in its 35-year history in China, advising both inbound and outbound clients. The announcement of the Joint Operations initiative in Shanghai in 2014 prompted the firm’s search for a strong partner, which eventually led to Gavin, Stanley and their colleagues at Kewei.

Kewei boasted an exclusively domestic client list when it launched as a boutique firm in Shanghai in 1996. The practice, founded by Xu Wenzhao, has been ramping up its international credentials in recent years, working closely with Herbert Smith Freehills and hiring lawyers and partners with rich cross-border experience.

“Kewei has long been looking at opportunities to become more international, especially since Shanghai is such a cosmopolitan city with a lot of foreign investors doing a lot of deals,” says Gavin. “The new generation at Kewei was keen to be leading the international side of the firm.”

Within the Joint Operation, Stanley is advising investment banks and corporations on capital markets and other cross-border transactions, while Gavin will be handling cross-border M&As, joint ventures and foreign direct investment in China.

The two firms have already worked together on a number of client matters and transactions, including advising a PRC listed company on the acquisition of a whisky brand in the UK, a large Chinese ship manufacturer launching a joint venture with an international cruise ship company, a German automobile giant on litigation in China, and a Chinese bank navigating a dispute in Indonesia.

With the two firms’ advanced managed legal services offerings also merged through the Joint Operation, it is also equipped to provide cost-efficient bulk work, such as the recent instruction to manage contracts and franchise agreements for an international hotel brand expanding into China. “We can now provide clients with an even wider scope of services and technologies that can be leveraged more affordably by both sides,” says Gavin.

The Kewei team expects to expand both business and staff rapidly in the wake of the Joint Operation, with collaboration with Herbert Smith Freehills in more areas, including international property, data protection and financial services.

Herbert Smith Freehills’ inbound international clients are already benefitting from the seamless on-the-ground access to Kewei’s China law expertise, while Kewei’s outbound Chinese clients are enjoying access to a fully integrated international platform for the first time. “We can now offer one process, one service provider, one team, one bill and one payment,” explains Stanley. “It’s ideal for both us and the clients.”

The Joint Operation partners have lofty ambitions. “As well as working to the firm’s highest global standards, we aim to match the very top PRC firms for the quality of China law that we deliver,” says Stanley.

“While we may still be fairly small, we have a clear advantage for clients through our new powerful global network. This makes us more competitive than other PRC law firms.”
One of the most essential places to effect change is in the workforce and Emily’s career path has brought her to a point where she can see transformation on the horizon. “I think an organisation can’t be successful if it is based purely on a culture of competition. The best companies have a strong set of values and a clear purpose, and their workforce is key to achieving that. They bring everyone along and you can only do that through collaboration and cohesion.”

Emily’s passion for social justice has taken her all the way from Wollongong to Geneva, working with the United Nations, and then back to Sydney, via the policy advisor role in the disability rights team at the Australian Human Rights Commission to her brand new role as assistant director at the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. She began her career as a dispute resolution lawyer at Herbert Smith Freehills, working in both Sydney and London, and gaining invaluable skills along the way. She says the law firm taught her the importance of “clear and crisp writing” and starting from a foundation of “robust and critical legal analysis”.

“Herbert Smith Freehills equipped me with the skills to be the professional that I am,” she says, and that rigorous approach that led to her securing a prestigious internship at the UN, after completing an LL.M in Disability Law and Policy. At the UN she worked with Catalina Devandas Aguilar, the UN Special Rapporteur on the Rights of Persons with Disabilities.

This role was created in 2014, “as there was recognition by the UN Human Rights Council that people with disabilities face a number of barriers in being recognised and treated as equal members of society,” says Emily, who joined one other intern and a handful of staff members in the Special Rapporteur’s office.

“That was a real shock to me, to get there and realise she has such a small team yet is doing such amazing work.” The main project during this period was contributing to a UN Global Study on children deprived of liberty. The final report will cover five areas, including accessibility of the building, “but also information and technology – making it possible for someone who is blind or visually impaired to use screen readers on their device and also providing reasonable adjustments to support people through recruitment and to perform their role effectively.”

It’s the way of the future, she says. “If businesses want to employ the best talent, from the widest pool, they must strive to be fully inclusive of people with disability.”

Emily’s current role is also aiming to make improvements. “A few months ago the Disability Royal Commission was announced,” she says. “It was an opportunity I couldn’t turn down. A Royal Commission has the standing and powers to shine a spotlight on the issues, to examine the root causes of the prevalence of violence, abuse, neglect and exploitation of people with disability, and act as a catalyst for wider social change.”

While her role is with the Policy, Research and Reporting branch, she says she’ll be working closely with the legal team and is looking forward to once again drawing on the legal skills she acquired during those early days at Herbert Smith Freehills.

Emily notes another sign of progress in Australia – the country’s adoption of the National Disability Insurance Scheme (NDIS), instigated by the Julia Gillard Labor government via the National Disability Insurance Scheme Act 2013 and rolled out from July 2016.

According to Emily, “The NDIS is leading the way in the world. A lot of countries are looking to Australia for advice in how to provide support to people with disability in a way that empowers people, that respects their autonomy and independence.” She describes the scheme as the “biggest piece of social reform since Medicare” and notes the NDIS is increasingly focused on supporting people with disability to achieve their employment goals.

She hopes Australia can similarly lead the way in creating more inclusive workplaces to improve the employment rates of people with disability across Australia.

One of her principal tasks was to encourage government and businesses to be more inclusive of people with disabilities in the workplace. She says this is not about compassion and goodwill, but good business sense. “A number of studies have shown that businesses benefit from a more diverse workforce, and the inclusion of people with disabilities is one aspect of ensuring diversity,” she says.

She references Accenture’s 2018 report, Getting to Equal: The Disability Inclusion Advantage’, which examined 140 companies in the US and showed that the ones leading the way in terms of disability inclusion have higher profits. There are several core building blocks for companies looking to improve in this area, she says. “The first one is the culture of the company... tackling prejudices and misunderstandings. People have unfounded low expectations of what people with disabilities can do in the workplace.”

On a practical level, other core needs include ensuring accessibility and adjustments in the workplace. “It’s not just the physical accessibility of the building,” she says, “but also information and technology – making sure that, for example, people with a visual impairment can use screen readers on their device. And also providing reasonable adjustments to support people through recruitment and to perform their role effectively.”

The path to advocacy is often informed and inspired by personal experience. Emily Cukalevski’s certainly was. Her younger sister has a disability and Emily witnessed first-hand the realities of discrimination. “From an early age I saw the barriers she faced and I wanted to do something about it. I wanted to change it for her and for others,” she says.
seeing trust eroding significantly, and in 2019 trust has become a considerable

Accordingly, it has become imperative for our workplaces and external worlds. Trust comprises “integrity, reliability and empathy,” says Nicole Bamforth, chief operating officer, Sydney at Herbert Smith Freehills. The situation has only been compounded by the influence of technology, which now has an impact on everything that we do, says Nicole. The prolific use of social media has changed the way companies need to manage their brands, because there are so many different forums where people can share their views, and they can do it in an anonymous and unchecked way.

The business case for high-trust companies has been proven. The ’Great Place to Work’ report found them to have:

- **50% LOWER TURNOVER RATES**
- **INCREASED LEVELS OF INNOVATION, EMPLOYEE ENGAGEMENT, CUSTOMER SATISFACTION AND ORGANISATIONAL AGILITY**
- **2 TO 3 TIMES GREATER MARKET RETURNS**

Stefanie Wilkinson, partner at Herbert Smith Freehill, believes the decline in community concern and consumer confidence accelerated over the last 18 months, spurred by a number of causes – ranging from the involvement of Goldman Sachs employees in a Malaysian fund embezzlement case, to high-profile CEO sexual harassment cases, the Facebook/ Cambridge Analytica data harvesting scandal, well-publicised instances of fraud by both individuals and companies, and questionable political decisions across the world.

The result is widespread low trust – in authority, in government, in corporations. When it comes to the latter, Stefanie believes the lack of consumer trust could in part be a result of a culture of short-termism. “There has been too much focus on profit and not on sustainability and the longevity of the company,” she says, “when you’ve got rapid change, it’s easy to lose sight of what the real purpose of an organisation is.”

While it seems to be core to the organisation, she says, “peer-to-peer influence has risen in importance, along with shareholder and workforce activism. There has been a shift in what the community will tolerate, she says. “In Australia, we talk a lot about a ‘social licence to operate’ that you really need to be conscious of.”

Perhaps surprisingly, she points to the mining and resource companies as the leaders in this field. With such a global focus on the environment and sustainable practices, companies like Rio Tinto and BHP have understood the social licence to operate concept for a while. “It has become part of their DNA, she says, while other industries now have to play catch-up. The banks and telecoms in particular have a way to go,” adds Nicole.

**Internal versus external**

Trust for corporations works on two levels – there is the quality of relationships with its clients, and then there is how its own workforce views it. Nicole believes that, fundamentally, the principles are the same: trust is created when promises are delivered upon and when people act with integrity and empathy.

Stefanie adds that one notable difference stems from the changing face of work patterns and the fact that a ‘job for life’ is no longer the norm. As millennials and Generation Z workers are used to moving from company to company, if they now find themselves in positions where trust is lacking they do not hesitate to leave. There is a generational divide on this, however, as older staff are conscious that for their alternative roles may be harder to come by.

Acknowledging the competing needs of employees and being honest about the needs of the organisation is key to maintaining trust. Scott Cashmore, global head of corporate at Herbert Smith Freehills, says, “We need to be open and honest about the changing expectations of our people and what this means for the firm. If our younger employees are only expecting to spend a proportion of their working life with us, we should celebrate that and make their time with us great experience. They are future clients after all. Openness is the basis of trusting relationships.”

So how do organisations build cultures that encourage their staff to bring their whole self to the office? It is as simple as working out what you stand for and sticking to it, says Stefanie. In Australia, organisations can refer to the ASX ‘Corporate Governance Principles and Recommendations’ – one of which is to create a set of company values. Similar advice is found worldwide. There is a directive in the UK ‘Corporate Governance Code’ that recommends “communication of a parent company’s purpose, values and strategy”, while in the US, under 40% of the Sarbanes-Oxley Act, companies are required to disclose whether they have adopted a code of ethics for their senior financial officers. And if a company hasn’t done so it has to explain why not.

If you have a culture where you invest in your core values, even redundancies and tough business decisions can be made without harming the levels of trust throughout the company, says Nicole. “If there is confidence you will always do things in accordance with your values, that makes a difference,” she says. “People will see there is fairness, there is empathy, there are all of those considerations given to the decision. It’s not just an economic one.”

Nicole also recommends empowering the workforce and giving them more autonomy as a sign of two-way trust. If staff are given more control over when and how they work, this is a big vote of confidence, which delivers on personal accountability, and avoids presentations, she says. Internal engagement and pulse surveys can also provide practical metrics to understand how a company is tracking in this area, although anecdotal evidence certainly plays a part. “It’s the way people behave, their willingness to go the extra mile, that differentiates organisations that have high trust,” she explains. “Your people are also your biggest brand ambassadors. If they indicate they trust you as an employer, the outside world and clients are more likely to trust you too.”

**Outside in**

How do boards build on that trust with external stakeholders? Stefanie says one of the keywords is engagement, which needs to be transparent, accountable and consistent. “It takes strong leadership,” she says. “You’ve got to have a really good CEO.” With commitment to the cause from the leadership teams and genuine collaboration between management and board, a culture of high trust will grow.

Law firms can augment this with the work that they do, notes Nicole. Herbert Smith Freehill has a focus on sustainability, offsetting its carbon usage and reducing its footprint, along with pro bono and community work. These initiatives may not seem to be core to the organisation, she says, but they’re increasingly important in terms of representing how people in the community feel about the firm.

Economics

For smaller companies with tighter cash flows, staying true to a set of company values can be more of a challenge. When funds are needed for the monthly payroll and the only client on the horizon is a company with questionable ethics, how do you proceed?

Stefanie says this is definitely a dilemma. “In some of the small organisations, governance is something that probably comes later down the track.” But it’s worth making the tough decisions because you’re planting the seeds for future growth. “There is often that moment of crisis three or four years down the track, when all of a sudden a good governance becomes really valuable because they understand the consequences of not having it.” All companies, great and small, must navigate that balance between the need to grow and be successful, but also stay true to their purpose.

“Staying true to your values in tough times is the essence of strong leadership,” says Scott. “An organisation is ultimately defined by what it is prepared to turn a blind eye to. Culture will always trump short-term profit in the end.”

Rebuilding

Following a breakdown in trust, it is possible to rebuild a damaged reputation, says Stefanie. This key is again transparency and the willingness to admit when mistakes have been made. The important thing is for the transgressor to demonstrate that they have learned from what they have done, to show a level of vulnerability and determination to address the wrongdoing and correct it, she says.

The driver for this shouldn’t be primarily economic, but good corporate social responsibility absolutely affects the bottom line. “Trusted businesses have really strong vibrant cultures,” says Nicole. “They attract the best people, and clients and customers want to do business with them, because they deliver results and are seen as having values that are aligned with the clients’ own values.”

In the end, “a director’s duty is to act in the best interests of the company and, if you are doing that, you’re going to be thinking about the customers, the community and your reputation,” says Stefanie. “Because that flows through to actually being a successful and profitable business.”

Rob Martineau and Jo Black, alumni of Herbert Smith Freehills, have both ventured down an entrepreneurial path and have recently started their own businesses. Each wanted to create a commercially sustainable business with a strong community purpose.

“There is nothing that Rob Martineau values more than running. Rob loves his long runs, 50 miles plus, which he does as well as running eight miles or so to work each day. He has notched up a number of long-distance achievements that leave you out of breath just hearing about them. Rob does not do these endurance events purely for pleasure though, he uses them as voyages of discovery, to learn about himself and others as a way to lead a better life.

Together with two friends, Rob has been driven by his passions and motivations to create a business with a difference. For Rob, this has been an evolutionary process. He originally set out on his career intending to be a lawyer, following in the footsteps of both parents. However, fate in the form of the collapse of Lehman Brothers then intervened. Having secured a training contract with Herbert Smith Freehills, the firm asked him whether he would mind deferring his start-date by six months, offering him a small compensation for any inconvenience that might cause. For Rob, this presented an opportunity to do something incredible – to cycle from the southern tip of Africa to the northern point, and beyond, to Istanbul, raising money for a brain tumour charity, after the loss of his father from the illness.

Rob started with Herbert Smith Freehills in March 2011. It was a formative experience for Rob, even though by the time he joined he was already thinking of a life outside of law. “I learned a huge number of things from my time with the firm, not least the need to do everything to the highest standards,” he says. “I remember my first supervisor saying you should never give anything up to the next person unless it was something you would be happy to give to a client.

If everyone takes that approach, you create a culture with a standard of excellence. That is something that really stuck with me.”

A regular marathon runner as well as a keen, cross-continental cyclist, in 2012, Rob took part in the ultimate test for a long-distance runner, the Marathon des Sables, a life-sapping, six-day, 156-mile run (the equivalent of six marathons) in the Sahara Desert. Also doing this event were two friends, Tom Stancliffe and Guy Hacking.

The three of them then devised another ultra-sporting event, which involved running 1,000 miles in 30 days (more than a marathon every day) from Odessa in the Ukraine to Dubrovnik in Croatia in May 2013. The event was held to raise money for Love 146, a charity fighting child-trafficking. The Run for Love, as they called it, raised £250,000. Not only did it raise that amount of money, but the event attracted some 250 runners along the way. Run for Love has since been followed by Run for Love 2, a run and a bike ride in which 300 people participated and raised over £100,000. Up next is Run for Love 3, due to take place at the end of this year in the Azores, a 155-mile ultra marathon plus shorter distances with the aim of raising £150,000.

“What brought the project to life for us unexpectedly was that we published the run schedule online and said to people they could run with us for 10 miles or 1,000,” Rob says. “It was an open-source running project, and we ended up having several hundred runners coming out at various stages. On the last day, we put a half-marathon on and got 250 people. That gave us the idea that we were on to something and we could create our own community based around running and charity.”

As endurance athletes, Rob, Tom and Guy were frustrated that the sports nutrition products available were unsatisfactory – synthetic, lacking in taste and, they believed, largely ineffective. They resolved to create new products that would address these failings, and, at the same time, create a new type of business. For Rob and his colleagues, developing a wholesome, sustainable sports nutrition product was wholly consistent with starting such a community – hence, the name for the product and the community, Tribe. “The experience of us working and running together was the genesis of Tribe,” Rob says. “We had a clear vision that we should create better sports nutrition products, made from natural ingredients, and to build a community of real people around the brand, running and cycling to help create change.”

Rob left Herbert Smith Freehills at the end of his training contract in 2013. He then undertook another mammoth exercise – to walk across three West African countries, Ghana, Togo and Benin, a walk of some 1,200 miles, which took seven months. “It was a kind of pilgrimage” is how Rob explains it. His account of the walk is to be published in a book next year, to be called Waypoints.

The Tribe business and foundation

In starting a business, the three friends put their skills to use – legal skills, in the case of Rob and Tom (Tom was a lawyer with Allen & Overy) and business skills in the case of Guy (he had previously been an investment analyst). They registered trademarks, negotiated contracts, formed a company

ALUMNI MATTERS 2019
HERBERT SMITH FREEHILLS
Herbert Smith Freehills

For the TRIBE community has raised £275,000 for modern-day slavery. A proportion of every million bars last year. In 2017, Tom, Rob and office staff restaurant. The business sold 2
recovery bars, protein shakes and natural products that could give us what we wanted
and raise money. What they did not have – to buy their coffee. This still offered
and running a business but also in giving
them the confidence to know that problems that come our way are always capable of being solved. For any other lawyers thinking of becoming a business founder, they emphasise the endurance required. Each has different ambitions for their business. While Jo is concentrating on making her one café a success so as not to lose that all-important customer experience, with the outside possibility of adding one or two more, Rob and his business partners have their eyes set on a potential global market. Interestingly, both have objectives of creating a community associated with the business rather than just focusing on the financial rewards, believing they are in their own ways helping to create something better and more worthwhile in the world.

She also decided early on that she would put her legal career on hold while she and her husband (a partner with Herbert Smith Freehills) were in New York. That is because she would need to take and pass the New York Bar (difficult, especially with a husband sitting the Bar, and another baby on the way) and learn all about New York’s tax regime (near-impossible). “Having decided not to go down the law path, I wanted to use my time to do something creative, and to continue to use my drive and determination in some kind of venture, as well as being able to combine it with my family,” Jo says. She now has three children, with the youngest born in May. Opening a café would, in theory, satisfy both of those requirements. Jo set herself the challenge of opening an Australian-inspired café, serving great coffee and tasty, nutritious food. This would be in contrast with the vast majority of coffee houses in New York, which are owned by chains and serve what she believed was coffee that tasted nothing like the real thing. On top of that, the chain coffee houses were not welcoming places – people rushed in, grabbed their tasteless coffee and left. “We really wanted to provide something different to the abundance of mediocre chain coffee shops,” Jo says, “what you might call a less transactional-based approach, where customers could come for a chat, have a great cup of coffee and sample delicious, healthy food.” Easier said than done, of course. Jo spent a long time doing market research, during which she found that New Yorkers would likely travel up to four blocks – but not more – to buy their coffee. This still offered

Jo Black, former tax lawyer who joined Freehills (legacy) in 2010 and then moved to Greenwells & Herbert Smith Freehills (a specialist tax advisory service), she made the move to New York in 2016 with her husband and new baby that triggered an interest in business. An Australian and self-confessed foodie, Jo was alert to the best and worst of the New York café scene from the moment she arrived. She also decided early on that she would put her legal career on hold while she and her husband (a partner with Herbert Smith Freehills) were in New York. That is because she would need to take and pass the New York Bar (difficult, especially with a husband sitting the Bar, and another baby on the way) and learn all about New York’s tax regime (near-impossible). “Having decided not to go down the law path, I wanted to use my time to do something creative, and to continue to use my drive and determination in some kind of venture, as well as being able to combine it with my family,” Jo says. She now has three children, with the youngest born in May. Opening a café would, in theory, satisfy both of those requirements. Jo set herself the challenge of opening an Australian-inspired café, serving great coffee and tasty, nutritious food. This would be in contrast with the vast majority of coffee houses in New York, which are owned by chains and serve what she believed was coffee that tasted nothing like the real thing. On top of that, the chain coffee houses were not welcoming places – people rushed in, grabbed their tasteless coffee and left. “We really wanted to provide something different to the abundance of mediocre chain coffee shops,” Jo says, “what you might call a less transactional-based approach, where customers could come for a chat, have a great cup of coffee and sample delicious, healthy food.” Easier said than done, of course. Jo spent a long time doing market research, during which she found that New Yorkers would likely travel up to four blocks – but not more – to buy their coffee. This still offered

It was also important to Jo that her business operated sustainably and in an environmentally responsible way. By contrast with many eateries in New York, which have plastic knives, forks and cups and minimal seating, Boundless Plains Espresso focuses on delivering a whole experience, complete with real cutlery and proper glasses. Excess food is donated to charity, and the café’s partners are suppliers with similar values (many of which are also female-owned). Jo even double checks her suppliers are telling her the truth when they say their products are organic (the lawyer in her).

Then there was the investment. Opening up a café required a lot of upfront cash – for example, the landlord required seven months’ rent in advance. There were no incentives on offer to help her set up, but she has recently benefited from some grants, including one from the Downtown Alliance (a non-profit organisation which assists small business in lower Manhattan) to help fund marketing. She notes: “I used to pass by these cafes selling lattes at $5 each, and think ‘that is a lot for a cup of coffee’, but I have come to appreciate this is a volume business. You have to sell many thousands of these coffees to cover your costs, let alone make a profit. Everything in New York is expensive, from the taxes and rent, to ingredients. ‘For example, there are no cows in Manhattan,’ she laughs.

But Jo took the plunge. She came up with the imaginative and very effective strategy – since her café had opened – of having tasting sessions in the lobbies of apartment and office buildings, where people could smell the coffee, taste the food, and meet her. “Personality is key to business success,” Jo says. “I am an outgoing person, and like to meet people, and I wanted to bring that personality to the business.”

Now into its third year, Boundless Plains Espresso is making its mark. The café has expanded to catering for offices and events as well as providing its regulars with a much

Lessons for others Both Jo and Rob say it is part and parcel of starting a business that you have some ups and downs. For Rob, he says “the last six months has been the most challenging in my life, but I love it. Tribe is growing fast, and there is a lot of growing to do, but it’s an exciting journey.” For Jo, opening Boundless Plains Espresso “has been the opportunity of a lifetime”. Both say their legal background has been invaluable in helping them handle the legal issues associated with starting and running a business but also in giving

Jo continued: “I think that I’ve had great advantages of entering legal practice, and there is a lot of growth to do, but it’s an exciting journey.” For Jo, opening Boundless Plains Espresso “has been the opportunity of a lifetime”. Both say their legal background has been invaluable in helping them handle the legal issues associated with starting and running a business but also in giving

Jo knew the kind of food she liked to eat (fresh, healthy and seasonal), so she wrote the menu and hired a chef to help implement it. For the coffee, she found a locally based, boutique coffee roaster and partnered with them. Later she commissioned a female Australian artist to do the artwork for the café.

Jo and Rob say it is part and parcel of starting a business that you have some ups and downs. For Rob, he says “the last six months has been the most challenging in my life, but I love it. Tribe is growing fast, and there is a lot of growing to do, but it’s an exciting journey.” For Jo, opening Boundless Plains Espresso “has been the opportunity of a lifetime”. Both say their legal background has been invaluable in helping them handle the legal issues associated with starting and running a business but also in giving

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them the confidence to know that problems that come our way are always capable of being solved. For any other lawyers thinking of becoming a business founder, they emphasise the endurance required. Each has different ambitions for their business. While Jo is concentrating on making her one café a success so as not to lose that all-important customer experience, with the outside possibility of adding one or two more, Rob and his business partners have their eyes set on a potential global market. Interestingly, both have objectives of creating a community associated with the business rather than just focusing on the financial rewards, believing they are in their own ways helping to create something better and more worthwhile in the world.

We can all drink to – or run along with – that.

* If any alumni would like to take part in the Tribe Foundation’s work, or take part in one of its events, visit tribefreedomfoundation.com
Uber has been in business for just 10 years. In that time, it has grown to become a huge company, valued at US$82 billion when it listed the company’s shares on the NY Stock Exchange in May 2019. As one of the biggest market disruptors in modern history, Uber’s entrepreneurialism is at the root of a business that attracts people to work for it, including for two Herbert Smith Freehills alumni, Fiona McKenzie and Hon Ng.

Uber is ubiquitous. In July 2019, Uber reported a performance best, reaching over 100 million active users per month across all Uber platforms. What started as a way to tap a button to get a ride has led to billions of moments of human connection as people around the world go to all kinds of places in all kinds of ways with the help of Uber’s technology. Just as Google became synonymous with internet search engines, and a verb in its own right, so too has Uber – where drastic market disruption is often referred to as “uberrification”.

In addition to helping you get from point A to point B (which now includes Uber’s electric scooters and bikes called “JUMP”), Uber’s vision is to bring the future closer with self-driving technology (Advanced Technologies Group) and urban air transport (Elevate), helping people order food quickly and affordably (Uber Eats), removing barriers to healthcare (Uber Health), creating new freight-booking solutions (Uber Freight), and helping companies provide a seamless employee travel experience (Uber for Business).

The rise of the business has been swift and breathtaking. But, as with any market disruptor, it has not been without its challenges and controversies. Top of the areas of contention is the issue of whether Uber is a technology platform connecting users with providers or an operator of the underlying services (like transport), which some others have at times maintained. The company has faced legal challenges from regulators, drivers, passengers and competitors relating to intellectual property, employee classification, passenger accessibility, competition law and safety.

All of which makes for a highly stimulating environment for the company’s in-house lawyers, and which is what drew two Herbert Smith Freehills alumni to work for the company. Based in Hong Kong, Hon Ng, is head of transactions for Uber covering the Asia Pacific region. Fiona McKenzie is associate counsel, UK & Ireland, working in the London office. Both trained with Herbert Smith Freehills in London, Fiona qualifying into the firm’s Technology, Media and Telecommunications department department where she worked for three years, and Hon leaving on qualification to join, in succession, two US law firms, including working in the Middle East.

For Fiona, moving to Uber was a logical development of her career and, in particular, the experience she gained from secondments to clients. “Having done several secondments, with Sky, LOVE Productions, and Tabcorp, the Australian betting company, that gave me a taste of being in-house. I enjoyed getting under the skin of a business."

She continues: “I was particularly drawn to Uber for two reasons: the fact that it is an exciting technology business that moves people from A to B, and the timing. This was the end of 2017, when Uber was under pressure on several fronts. I felt this was an opportunity because many of the issues were legal or regulatory, where the legal input is absolutely critical.”

For Hon, what also appealed about joining a small, but growing department at Uber was the opportunity to build a business. He had previously helped to set up a new office for a US law firm in Doha. “I enjoyed the thrill – and sometimes the chaos – of entrepreneurialism. Uber is the sort of company that allows its employees the ability to work unconventionally.”

Many might be daunted by the fact that, as Fiona puts it, “the law often trails behind technological developments, which makes for uncertainty, something lawyers tend not to like.”

Since joining, they have had to contend with any number of legal issues – not always ones they might expect. In Hon’s case, he landed in a police station in Macau, the former Portuguese colony near Hong Kong, after intervening on behalf of Uber’s driver-partners in the face of questionable law enforcement tactics after a press briefing to the Macau press. Fiona’s challenges have been somewhat more conventional, including dealing with the Mayor of London, Sadiq Khan, to ensure renewal of Uber’s licence to operate in what is one of its most important markets internationally.

Hon is currently responsible for all commercial transactions in the Asia Pacific region (excluding India), of which there have been many since he joined in 2015. In 2016, Uber merged with Didi Chuxing, the Chinese car-hailing service. In Singapore, Uber started a car rental company, Lion City Rentals, then collaborated with Singapore’s largest taxi company, ComfortDelGro, before eventually selling off the car rental business. And then in 2018, Uber merged its Southeast Asian business to Grab, a car-sharing competitor, in which it remains the largest shareholder.

The Grab deal was handled almost exclusively by the in-house legal team and, to give an idea of the complexity, involved reviewing 20,000 contracts, transferring assets, negotiating with many different companies, managing contract disputes and all the while dealing with regulators in all eight countries working towards an extremely tight timeline. And aspects of the Grab deal continues to rumble on: Uber has appealed a decision by Singapore’s Competition and Consumer Commission that the Grab-Uber transaction breached competition laws.

Hon now leads a team of nine. Operating on the principle of doing more with less, the team focuses on efficiency and endavouring, as far as possible, to speed up the contract review process by focusing on the most important commercial matters that are pivotal to the success of a deal. “While, as lawyers, we are often caught up in the detail at Uber we know that speed of execution is just as important as getting the law right,” Hon says. “Our lawyers are trained, from the very beginning, to think like the business and focus on what the key parts of the deal are.”

“I enjoyed the thrill – and sometimes the chaos – of entrepreneurialism. Uber is the sort of company that allows its employees the ability to work unconventionally.”

Fiona McKenzie
Alumna of London office 2013 – 2018
Hon Ng
Hon feels he has landed his dream job, drawing on both his professional skills as a lawyer and his personal experience to make life easier for everyone. “What excited me at the beginning, and what continues to excite me, is the impact that we are making on people’s lives. I remember the days of taking the night bus or negotiating a fare with one of the uncivilised night taxis in London after an evening out and that is now a distant memory as we make point-to-point ride-sharing more affordable and safer across the world. Added to that, many drivers are driving on the platform to supplement a living and we are making a huge impact on the ability of ordinary people to pursue their goals and to earn a living. I believe it is changing the nature of people’s lives and the way that they live.”

Hon cites yet more benefits of Uber. “We are impacting communities that were previously under-served neighbourhoods by public transport, opening them up to new commercial possibilities. We are helping governments manage traffic flow to ease congestion. We continue to engage to change the way the sector is regulated. And finally, we continue to break new frontiers in food delivery, e-bikes and e-scooters, freight, elevated ride-sharing, pooled trips and more.”

Fiona also focuses on strategic partnerships for the company, in her case covering the UK and Ireland. She negotiates contracts and, increasingly, deals with privacy issues and new products. Almost everything is breaking new ground, she explains. “It is a fast-paced business and it is constantly innovating, so there is no bank of precedents we can draw on. We are creating our own know-how, pretty much every day.”

The company’s approach is to use the in house legal teams as much as they can, but Uber will use external counsel in disputes or where they have specialist sector knowledge such as in technology or transport. A good example of this might be freight, a potential new area of business for Uber. Herbert Smith Freehills has also been engaged to advise on complex antitrust issues in Europe and elsewhere (including Uber’s two major transactions with Yandex Taxi in Russia and Careem in the Middle East), as well as for general consumer advice. Outside lawyers may also be used to reaffirm the work done in-house, if necessary. “Sometimes, it helps to have an external pair of eyes,” says Hon.

Both Hon and Fiona believe they have made great strides in their legal knowledge and practice since joining the company. “There is a premium on problem-solving,” says Fiona. “We are often asked as lawyers to come up with solutions to problems set by the businesses, who are always testing limits. You really have to think laterally but also practically to recognise what is achievable. There is great satisfaction in working with our business colleagues to come up with a resolution together.”

Uber’s lawyers are trained in the RAPID school of decision making, which defines at the outset of every project who is going to take decisions. “You certainly have to be adaptable to change if you work here,” Fiona adds.

Uber’s flexible and rewarding culture is something both Hon and Fiona value. Fiona particularly applauds the fact that the company’s parental leave policy is completely gender-neutral. “This sets an example that all companies should be following,” says Fiona. “It is the key to gender equality in the workplace. Why do most company’s leave policies still make childcare the woman’s lot?” Both also mentioned Uber’s additional employee incentives to perform, including being issued with Uber shares as part of their compensation. While the temptation is there to monitor the share price at all times, the share ownership scheme has an impact on behaviour. As Hon says, “Being issued with shares is empowering as well as concentrating the mind. If you know that the decisions you take have consequences for the business, you go that extra distance to make sure they are good ones. I also feel that it helps create a level playing field for everyone, no matter how senior or junior. Everyone is encouraged to join in the discussion. It really changes people’s behaviour – and for the better.”

Each of Fiona and Hon is looking forward to the next stage of their career with Uber. Fiona is increasingly focusing on privacy issues, including making sure new products incorporate privacy by design. Hon plans to continue to build out his legal team that is challenging the status quo and helping a dynamic business continue to grow and achieve goals. “We are only just getting started having impacted less than 5 per cent of the ground transportation,” he says. “Imagine a world of autonomous vehicles, flying vehicles and no-car ownership? That is some prospect, and what’s not to be excited about?”

You new role with the Commercial Development and Transformation team at BP is particularly future-focused. With this experience and insight how do you see the future of work evolving in your sector? There is a heavy technology focus for my clients and embracing this as a lawyer is going to be key. I am doing more and more projects with radically condensed time frames and which rely on scrum masters and online project management. This means that multiple people work in real time on the same documents. As a lawyer this is faintly terrifying as it challenges our natural instincts for control and perfection. Adapting to this new way of working requires pragmatism and flexibility, and of course a good IT system. How we do this will be critical to ensure that lawyers can keep pace with the fast-moving world start-ups operate in and specifically for me, in relation to the changing world of mobility.
TO COLLABORATION
FROM COMPETITION

The structure of work is changing radically. Accountability, transparency and corporate social responsibility are now vital considerations for any organisation looking to thrive and putting customer, community and employee well-being front and centre is only going to become more important, say Katie Hodgson and Andrew Warner, two lawyers working in corporate employment law.

Building capability – Katie Hodgson

“We talk about living in a VUCA world,” says Katie Hodgson, when asked about the contemporary working landscape. VUCA is the acronym coined in 1987 that stands for ‘volatility, uncertainty, complexity and ambiguity’.

But if that sounds like an ominous view of how we are negotiating our professional lives, Katie, who is currently general manager of People and Capability at Treasury Wine Estates, doesn’t see it that way. On the contrary, she has an optimistic view, believing that the world of business is changing from one that operates in a culture of competition to one that favours collaboration. But it’s going to take a deliberate and concerted effort on all our parts.

“I think it’s a really exciting evolution for us as a society to grapple with and be able to do. I don’t think it’s going to come naturally. It’s quite a stretch from where we are now.”

How Katie got to where she is now has something to do with not wanting to follow in the family’s footsteps. A self-professed “country girl”, she grew up on a farm in Yackandandah (a small tourist town in northeast Victoria), but decided midway through her schooling that she wanted to be a lawyer. Hard work and good grades led to university in Melbourne where she found that employment law felt like the intersection of two of her favourite topics – politics and economics.

“Politics has such a big role to play in terms of what party and philosophy prevails, through to what labour laws exist, and the economic intersection of those,” she says.

Her interest in industrial and employment law crystallised in 1998 during Melbourne’s notorious long-running waterfront dispute. She was working for a firm that was acting for the Government, but was alongside Freehill Hollingdale and Page (legacy), which was representing Patrick Corporation. “That was an extremely intense period of time,” she says now.

Coming out of it, she joined Herbert Smith Freehills, drawn by its training arm, the Institute of Knowledge Development (IKD), which also influenced her segue into human resources. Finding it frustrating to represent clients once decisions had already been made, or poorly executed, she developed an increasing interest in building internal capability in businesses. “Whether it’s the HR or legal team, or the line managers themselves, how do you build that internal capability, so that they have the confidence to make the decisions they need to make in running the business, but so that they’re not, often inadvertently, infringing on human rights or laws?”

Katie says she gained a lot more than simply knowledge from her time at Herbert Smith Freehills, such as the ability to remain composed under stress, to work under tight timelines while still thinking clearly and, above all, problem-solve.

She needed all those skills when she was offered a nine-month project in Singapore in an area with which she was previously unfamiliar. The seven-hour plane ride gave her time for a crash course in the practice of employment law of Southeast Asian countries. Those nine months turned into seven years, however – proof positive that she thrives when faced with such challenges.

Katie has been at Treasury Wine Estates for nearly two years, responsible for areas such as remuneration, talent acquisition and capability. In terms of strategy, she’s involved in the company’s five-year plan and focused on the very culture of the organisation, solving questions such as: “Are there enough controls, risk management and governance in place to protect the business and our people?”

“Do we have the right structure, the right people, with the right skills? What are the trends coming towards us? How do we get ahead of them or at least make sure we’re resourcing and have the right capability to be able to take advantage of them?” she says.

The future workspace
What are those trends she has identified?

“Digital is huge,” she begins. “Whether that’s in the HR function or just the way business is performed globally.”

Above the mechanics, however, is the more abstract issue of trust. “I’ve seen a shift away from the sense that you’ve got a job for life or, if you’re loyal and hardworking within your business, you can feel comfortable that you have that loyalty in return.”

Post the global financial crisis, employees can now expect their roles to be made redundant three or four times during their careers, through no fault of their own. This insecurity affects employers too, as “from a hiring point of view, you can’t take for granted that someone is going to be a loyal employee forevermore,” says Katie.

Further to this she believes that in Australia there is decreasing trust in the political leadership and this has, in turn, influenced the expectations on employers. “That’s why we’re concerned about things that transcend the traditional employment relationship. What does the company stand for, in terms of values and purpose? How does that play out in the community in which we operate?”

She sees that prospective employers are much more concerned today regarding the values their employer espouses and promotes, and will ask deliberate and pointed questions about those in their interviews. “The reality is that a lot of the time candidates have researched you, because information is so readily available. They will have read your annual report, they will have looked at your website. They see that as the company view. They will also read reviews, ask their network and really probe the hiring manager for their point of view.

“There’s definitely a shrewdness that’s present and that’s enabled by access to information.”

There is also an awareness of flux being a constant. That VUCA world means
that companies today have to continually navigate change and change management. “It’s almost – as we say – that change is business as usual,” says Katie, who adds that technology is driving much of this change. But the opportunity this presents is that it enables us to really look at the point of difference between technology and humans. “It puts a spotlight onto those distinctly human capabilities that you can’t programme in through artificial intelligence,” she says, indicating emotional intelligence (EQ) skills – the ability to practise empathy and walk in another’s shoes – as distinctly human qualities.

And when a company is being disrupted or undergoing structural change, it’s imperative that the management team orchestrates those changes by considering the humans at the centre of it all.

“How do you manage that paradox between making the decision that’s right head-wise (commercially) and implementing it compassionately, from a heart point of view?”

But this is the way forward, she believes, particularly in an era of sustainability. She reiterates that this communal approach doesn’t come naturally, but that if we work from a basis that, as humans, we have more in common than less, it’s possible to build capability and a united purpose. “You either have to move from a burning platform scenario or be propelled forward by a burning ambition,” she says. “I like to think we can form a burning ambition that can mobilise us from a positive point of view rather than by one oriented to fear.”

Finally, the biggest ask of leaders in this evolving working landscape is the ability to deal with ambiguity. “How do you do that confidently, so you can inspire belief and people buy into your vision such that they want to be led by you and, with the flip side of that, retain enough humility so that you can say when you don’t know what the answer is and work collaboratively to solve it?” How do you bring those seemingly counterintuitive forces together in a way that actually inspires people and motivates them, as opposed to potentially demotivates or terrifies them?“ How indeed.

Welcoming cultural change – Andrew Warner

Born and bred in the UK, Andrew studied law at Christ Church, Oxford and soon realised the differences between the academic study of the subject and how it is practised in the real world.

Currently the head of employment in the UK legal department of French financial institution, Société Générale (SG), Andrew’s journey to this sought-after in-house role was prompted by his experiences working at Herbert Smith Freehills.

His career with the firm commenced in 2005 and he qualified into the employment practice a couple of years later. While appreciating the calibre of his colleagues and the great mix of complex work, he moved to an in-house role at SG following a client secondment at the firm.

Once in-house “you can really understand how the entire business operates, including the pressures they’re facing and advise with that knowledge and awareness. Building relationships with internal stakeholders, including our Human Resources department, for me was important to success in my role.”

On a personal front, and with a young family, SG is “more predictable in terms of hours and work/life balance”.

Andrew’s been with SG in the UK for eight years now. His current responsibility is to provide employment advice to the investment bank, as well as to various other entities that the SG Group has in the UK. There’s a workforce of around 4,000 staff in the UK alone, but the nature of the Group means it is a one minute he can be talking to the investment bank and the next to a subsidary that is only 60 people strong.

This naturally means the work is varied, with a mixture of contentious, non-contentious and general advisory work. But across the board he says he has witnessed some significant changes in the working landscape over the last decade or so.

The very idea of employee relations as a department in its own right is an evolution, he says. “There used to be just the Human Resources department, and they would deal with disciplinary issues and grievances. Now it’s becoming commonplace to have specialists in employee relations.”

Part of the reason for this is the increase in the use of such internal processes, together with a focus on conduct and culture in workplaces, especially in financial institutions such as SG. “There are requests from management and our regulators as to the culture of the firm.” The questions include “how well are we doing?” and “are we better or worse than we were five years ago?”

“Employee relations plays a part in measuring it and giving evidence to management,” he says.

One of the most significant areas of concern for the regulators currently is conduct risk and its conduct rules, says Andrew. “Whether that’s a minor breach of conduct rules or a major breach, employers are now acting on that and taking immediate steps.”

Conduct breach is a broad topic and extends from financial mismanagement to other employee relations-related areas, such as harassment in the workplace.

Employee well-being

Undoubtedly there are many positive trends emerging in the current working environment – with a focus on more flexible working, greater use of technology, artificial intelligence and helping employees sustain a good work/life balance. With this can come challenges or the need to think differently, which will only intensify. “There may be a bit of adjustment for managers, to work out how you manage teams effectively when they’re not all in the office on the same day or as often,” he says. “Training more junior members of teams will be a challenge, because I think people do benefit from being around people and seeing how other people work.”

Andrew also has seen a growing awareness of mental health and well-being in the workplace, which he feels will only increase further. Management is now aware of the need to accommodate non-physical illnesses and the importance of providing spaces where these can be discussed and where employees feel safe to do this, “where adjustments can be made and where we need to change our practices given the pressures of working life.”

The other area where employees are increasingly being encouraged, and now feel safe, is in raising concerns to management or whistleblowing. “The bank’s regulator in the UK is very keen to see this in our culture. If people see something that’s not right, they need to feel sufficiently safe and secure in their roles to raise it with management, HR compliance, whoever it is... in order for issues and problems to be sorted out rather than lingering and leading to worse situations developing.”

Andrew also notes the rise of the #MeToo movement. “Seeing others raise issues has undoubtedly helped others to feel more empowered and more confident to do the same.”

This evolving culture of workplace relations is positive and is to be welcomed. “Those in Legal and HR have been advocating this for some time. In recent years the financial regulators in the UK have now helped to put a framework around it, together with the conduct rules and with policy statements.”

Crystal ball gazing

As for the future, the way people work and the technology they use will continue to evolve. The importance of staff well-being, good employee relations and a positive culture will continue. “It’s going to become more prevalent and we’re going to be more pressed for ways we can demonstrate our culture – and show this is the case, across every level and part of our workforce.”

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WHY I CAME BACK

Emily Fox, who rejoined Herbert Smith Freehills in January 2018, comes from a family steeped in international relations. Her father worked for the Organisation for Economic Co-operation and Development (OECD) and her mother for the French foreign ministry. Growing up in a household where both English and French were spoken, Emily is bilingual.

After reading PPE at university, Emily took a master’s in international relations and was heading in that career direction herself. It was, however, the focus on international law (which was part of the master’s course) that particularly caught her attention and sparked her interest for international arbitration and a career as a lawyer. Emily spent a week as a vacation scheme student in the arbitration team of legacy firm Herbert Smith, led at the time by Julian Lew. “I spent a week in Julian’s office, researching a small point of international law from the large collection of textbooks and journals which he kept there. It was intimidating and fascinating in equal measure!” Following that experience, and a law conversion course, Emily joined the firm as a trainee in 2007.

Emily was lucky to do two of her four seats in the arbitration team, spending six months in London and six months in Paris. She then qualified into the Paris international arbitration team and passed the French Bar exams to become dual-qualified to add to her language skills.

Emily worked primarily with former partner Michael Young and developed her skills working closely with him for a number of years. When he was approached in 2011 to join Allen & Overy and start that firm’s arbitration practice in Paris, it was logical that Emily should move with him. The parting was very amicable, and Emily says that was an important factor when she decided to return to the firm some years later. “I had spent a number of happy years at the firm and kept many friends there both in Paris and throughout the network.”

The move to Allen & Overy helped broaden her experience, not least because as a new practice, it required all the team members to play their part in winning clients and building the business. “We effectively started from scratch, and I very much enjoyed the entrepreneurial nature of the work.”

That experience lasted for five years until February 2017, when Michael Young again moved firms; this time to Quinn Emanuel Urquhart & Sullivan, Agham. Emily moved with him.

As Emily explains, however, shortly after her move to Quinn Emanuel, the opportunity to return to Herbert Smith Freehills arose. “I had remained in touch with the firm and in particular with May Tai, my former supervisor when I was a trainee in 2007. Emily rejoined the firm in January 2018. What was her reaction on coming back? “I am delighted,” she says. “Everyone was very welcoming. It was very comfortable reintegrating. It felt like I had never left.”

Emily particularly enjoys the dynamism of working in such a fast-growing practice. “We are a young, dynamic and enthusiastic team and people are keen to collaborate. It is very rewarding, both on a professional and on a personal level.”

Apart from other benefits, the practice involves quite a lot of travel, which Emily enjoys. “Among her favourite trips are those to Johannesburg, where she says the firm’s people are both approachable and highly able. She also enjoys travelling with her husband and two daughters (now aged six and three) and this year is planning for the first time a long-haul trip, to take them to Thailand to visit her brother.

Emily is also introducing her daughters to ballet – which, before she went to university, was her passion and main activity. Her daughters are now having ballet lessons and she takes them whenever she can to see the ballet.

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Herbert Smith Freehills’ international arbitration practice, led by Paula Hodges QC, is one of the busiest and most prestigious arbitration practices in the world and Emily says that she is “very proud to be a part of that”. The team in Paris is also busy, and Emily particularly enjoys the dynamism of working in such a fast-growing practice. “We are a young, dynamic and enthusiastic team and people are keen to collaborate. It is very rewarding, both on a professional and on a personal level.”

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David Willis, the former joint CEO, is using his time post-retirement well. He’s closely involved in three not for profit public bodies and one professional body and uses his spare time for plenty of golf, skiing, walking, and, knees permitting, tennis.

“Reach out to your networks, and be patient.” Those are the two pieces of advice that David has for lawyers approaching the end of their time in private practice and contemplating a second career, and with an interest in taking on some management or board roles. That seems somewhat broad, so perhaps he could add a third piece of advice – identify where your real interests are and target those. For David, he had a particular desire to work in areas close to his heart: social mobility. This stemmed from his time as the firm’s managing partner and his desire – along with the rest of the firm’s management – to encourage people from a greater range of backgrounds to apply not just to the firm but to the legal profession as a whole. In 2012, the Conservative government had launched a Social Mobility Commission with just such objectives across society as a whole and appointed a former labour minister, Alan Milburn, to chair it.

“Over the years with the firm, I began to take on more management and leadership responsibilities and ended up as joint CEO of the firm,” David says. “Towards the end of this period, I became very interested in the work that Alan Milburn was leading on social mobility and particularly appreciated that education was critical. That gave me something to shoot for; equality of opportunity and social mobility through education. I investigated how I could apply the skills I had learnt in management of a professional services firm in the area of education. The first role that presented itself, which slotted perfectly into David’s wishes, was an opportunity to go on the governing body of Queen Mary University of London. The university is interesting in many ways; it is a member of the research-intensive Russell Group of universities (although possibly not as well known as some of the others), and it is arguably more diverse than any other Russell Group university. A majority of the undergraduate students are from ethnic minorities, particularly with families in the east end of London, and many are the first in their families to go to university. Added to that, David felt there was scope to bring together the university with City law firms, especially with the drive to increase diversity within most of the top law firms.

David joined the governing body in January 2014 and was reelected for a second term of four years in January 2018. He is also chair of the audit and risk committee. The governing body has embarked on a range of projects to help broaden the university’s contacts and to encourage more students to consider a wider range of careers.

“By a happy coincidence, one of the new schools we took on was near where I grew up and went to school. This was a secondary school in Ipswich, which was in special measures when the Trust took it on in 2015, I chaired the interim Executive Board, and we put together a school improvement plan, which helped the school get back on track. It has recently been inspected by Ofsted and is now graded Good, which is immensely satisfying.”

From July 2016 David has been chair of the Trust’s board. As chair, he is responsible for identification and appointment of new non-executive directors and leading the board in setting strategy and overseeing its delivery and day-to-day management. The Trust has faced other challenges, including the sudden death of the chief executive in 2017, which necessitated speedier interim appointments to the management team. The schools that the Trust is asked to take on have typically seen years of poor educational outcomes and the Trust specialises in turning them around.

“I really feel that I and my other board members are making a difference to our students’ life chances and that is very satisfying.”

What makes bad schools turn into good schools? David is clear in his immediate response: teaching quality. “‘Good leaders obviously make a lot of difference. But, above all, you need to have good-quality and motivated teachers. That is particularly difficult in the deprived areas, because it is harder – though not impossible – to attract good teachers. On top of that, you have to make sure that you support less experienced teachers with good training.”

In line with his desire to help those less fortunate in society, David joined the board of trustees of the United Response charity in March 2015. United Response is national charity working with adults with learning Russell Group University. A majority of the with some of the most vulnerable people in our society. From July 2017 David became vice-chair, chaired the finance and resources committee and became a member of nominations committee. He was reappointed for a second term of three years on the board in July 2018.

This was an advertised role for which David applied. It raised an interesting challenge of how he presented his skills and experience. Interestingly, he played down his qualification as a lawyer and played up his experience of having managed a large professional services business. “Lawyers – whether rightly or wrongly – can often be seen as risk-averse, and that seems to be the detriment of other skills, such as transactional experience, knowledge of the law, attention to detail and so on. So, I emphasised my management experience.

“Also helped for the United Response role that I scored highly on my commitment to equality of opportunity. Since joining, I have seen the excellent work the charity does in helping everyone – of any ability – to lead more fulfilling lives.”

Finally, as that were not enough, David is also a board member of the Solicitors Regulation Authority, the independent regulator of solicitors in England and Wales. He joined in January 2015 and was reappointed for a second three-year term in January 2018. Again, he plays a number of roles on key committees, including chairing the SRA’s financial and audit committee and sitting on the Law Society Group audit committee, as well as helping to develop the SRA’s corporate strategy.

There are plenty of challenges facing the SRA as the profession undergoes significant change, not least in the need to make the profession more diverse and accessible to a greater range of people from society. David was closely involved in formulating the body’s response to a number of these issues, including reassessing the rules providing for admission, and the experience needed. Overall, the aim has been to make the regime less prescriptive, without lowering standards, and to introduce a “single central assessment” to replace the current LPC. This will allow the development over time of more “earn while you learn” training routes which could be more attractive to some aspiring solicitors.

David has found it relatively easy to adjust to life outside the firm. “I had 3D hugely interesting years with the firm. I worked on some memorable transactions. I had a couple of stints in the Hong Kong office. I thoroughly enjoyed my time as managing partner. And, above all, I have tremendous pride in having been at the centre of the merger between Herbert Smith and Freehills. The negotiations were tough – and I can’t say I particularly enjoyed travelling back and forth to Australia – but it worked out very well and the integration between the two firms has been truly remarkable.”

When reflecting on today’s global economy and what the future of work looks like, David mentions the impact of AI infiltrating many sectors and public bodies will be interesting to watch. He recommends reading The Digital Ape by Nigel Shadbolt and Roger Hampson as a thoughtful introduction to many of the challenges facing us, not least regarding ethics and regulation in the digital era. In the legal sector, AI is already having an impact at the big commercial firms, but just as interesting, for David, is whether in time there may be technological solutions that help alleviate access to justice problems in other less well funded parts of the legal sector in England and Wales.

So what is David’s advice to others contemplating life beyond law? “I find all the work I do very rewarding. When I talk to people who have not yet taken the plunge, I would say, don’t be scared about retiring. If you are flexible and prepared to learn new skills, there is so much out there where you can make a difference to society.”
Our vision is to be a world-class professional services business bringing together the best people to achieve the best results for clients. Key achievements over the past year have contributed to global recognition for our cutting-edge expertise across a wide range of sectors and markets.

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In 2018, global M&A volumes reached their highest point since the financial crisis. We explored trends for dealmakers in 2019 and disruptive influence of third parties in M&A.

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Firm’s new formal association in the Kingdom of Saudi Arabia

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Depot

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IN MEMORIAM

David Reichenberg (1943 – 2019)
David was a Freehills (legacy) partner in Melbourne from 1989-2001 and will be remembered as a big personality.
He emigrated to Australia in 1988 from South Africa where he had been the senior partner of his law firm. After David retired from Freehills, he became a partner at Gadens and, in recent years, practised under his own name.

David practised in litigation, in particular bank enforcement litigation and, during his time at Gadens, represented a number of Centro directors in the litigation that ensued after the group collapsed.

He will be missed.

Jeffrey Kiddle (1925 – 2019)
Jeffrey (or “Mr Kiddle” as most people knew him) was one of the longest-serving members of the firm, as a partner and more recently as a consultant in the Melbourne office. He had an association with the firm (and its antecedents) for an incredible 64 years.

He began in 1955, when he was 30, with a predecessor firm (Davies, Campbell & Piesse). He became a partner of that firm in 1958 and then became a partner of Moule on the merger of DC&P and MH&D in 1982 and later a partner in Freehills. Interestingly, his uncle John was a name partner in the firm in Melbourne in the 1890s (when the firm was known as Moule, Hamilton & Kiddle). In the early 1990s, Jeffrey retired from the partnership, but he continued to come into the Melbourne office until earlier this year, despite being over 93 years of age.

Jeffrey had an old-style mixed practice. In his prime, he did a bit of just about everything: commercial work, corporate work, litigation, insolvency, conveyancing, criminal law and coronial inquests. He was a very good mentor to young lawyers, generous with his time and full of sound advice. He was loyal to the firm, his partners and a true gentleman.

Farewell, Jeffrey. Rest in peace.

Julian Creighton (1972 – 2019)
After studying law at Girton College, Cambridge, Julian completed his articles at Wilde Sapse and joined Herbert Smith (legacy) as a junior corporate associate in 1997.

He worked primarily on matters for British American Tobacco during his brief time at the firm, which was sadly affected by health complications arising out of a wisdom tooth operation which went awry. He left Herbert Smith for an in-house role at Aon, and was latterly a senior lawyer at Invesco.

Julian was one of the most genuinely kind-hearted, caring and generous people one could hope to meet, who always had a work colleague, a mentor or an advisor.

He also had a delightful sense of humour, a complete lack of pomposity and self-importance and a passion for watching and playing table tennis. He is greatly missed by all who knew him.

Farewell, Julian. Rest in peace.

Mark Davison (1949 – 2019)
Mark Davison was a charismatic and formidable Freehills (legacy) partner in Sydney during the 1970-80s. Mark was brought up in rural New South Wales on a farm near Harden and attended the Kings School at Parramatta. At school he played not only in the Rugby first fifteen but also in the GPS first fifteen (the combined schools team). He was also in the Kings rowing eight which won the Head of the River that year, an achievement not repeated at that school for many years.

Having obtained a university scholarship based on his results in the Higher School Certificate which included coming 18th in the state in economics, Mark studied for a Bachelor of Arts and Bachelor of Legislative Law at the Australian National University (ANU). Whilst at ANU he played rugby for the university, the Australian Capital Territory and New South Wales Country. Some of the Wallabies were chosen from this latter team. When the Springboks came to Australia to play during the Apartheid era one of the teams they played was the New South Wales Country team. Mark, however, was a conscious objector and refused to play against the Springboks in that game. This would not be surprising to those who knew Mark.

Mark had a commanding personality and when he arrived at the firm he became an articled clerk to Joseph Rooney, after which he went to work with Bob Nicholls. Bob became one of Australia’s leading mining lawyers. Mark and Bob were a formidable team in mining and corporate law and developed a large practice. With the support of Bob and Mark a number of solicitors working in this practice became partners, including Bryan Weir, Rebecca Davies and John Colvin.

One of Mark’s major clients during this early period was Wesfarmers and he worked in the Perth office for them when they were converting from a cooperative to a public listed company. Mark was an extraordinarily hard-worker even by hard working partner standards at the time. It was not unusual for him to have worked through to Sam and then start again at 11am the next morning. One of his good friends from university, Adam Johnson, said that he thought this approach to work came from his hard-working approach to studying and sport. Adam said, when Mark took on any project “you couldn’t knock him over”.

Mark will be remembered fondly by those who worked with him during his time at the firm.

We send our condolences and best wishes to Lindi Davison and their three daughters, Mia, Zoe and Ali, and all Mark’s other family and friends.
YOUR CONNECTIONS MATTER

The Herbert Smith Freehills alumni website is your online community. A place where you can be connected to a world of opportunity, through people and knowledge. We have embraced the new world of accessible content and all are welcome to browse the inspiring stories of our ever growing vibrant alumni community.

We believe your connections matter - come and see for yourself.

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