

NORTON ROSE FULBRIGHT

PROGRESS

WITH PURPOSE

The Newcastle Hub





Welcome



I see the current period as one of the most exciting times in the growth of the global legal sector. The direction of the legal market is shifting; we are facing new competition from non-traditional firms – and technology – in the provision of legal services. Competition drives innovation: I believe that the current pressure on firms to be more creative and deliver more value to clients is the new norm.

Our legal process team in the Newcastle Hub is a key part of our 2020 strategy – our far-reaching and ambitious plan to re-shape the firm and get ready for the future. In Newcastle, we are reengineering our legal processes and trialling new technologies.

To be an agile business, where quality and innovation are at the forefront of everything we do, we have to be an organisation where people feel valued, respected and able to develop themselves. We are focused on ensuring that our Newcastle Hub replicates the supportive and high quality culture which exists throughout our global business.

The legal process team in the Hub is growing and the opportunities are broad. We need people who are conscientious, motivated, collegiate and hard-working – for us, these are the ingredients for success at our firm.

Everything you read here will give you an insight into how we operate in our business, as people in the team share their experiences with you. Before you apply, I recommend you investigate far beyond these pages to learn about how you can thrive with us.

Martin Scott
Managing partner – Europe, Middle East and Asia



STATS



1794
FOUNDED



1200+
PARTNERS



4000+
LEGAL
EMPLOYEES



7000+
PEOPLE

AROUND THE WORLD

6

CONTINENTS

33

COUNTRIES

58

CITIES
WORLDWIDE



AT FIRST



KEY INDUSTRY SECTORS



FINANCIAL
INSTITUTIONS



TRANSPORT



ENERGY



TECHNOLOGY
AND INNOVATION



INFRASTRUCTURE,
MINING AND
COMMODITIES



LIFE SCIENCES
AND HEALTHCARE



PRACTICE AREAS

ANTITRUST AND COMPETITION

BANKING AND FINANCE

CORPORATE,
M&A AND SECURITIES

DISPUTE RESOLUTION
AND LITIGATION

EMPLOYMENT AND LABOUR

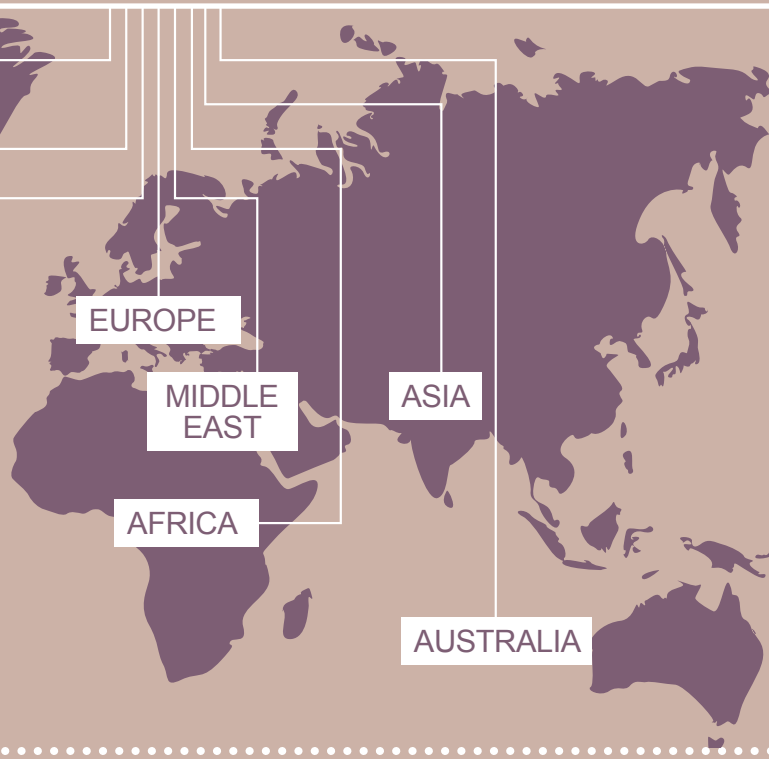
INTELLECTUAL PROPERTY

REAL ESTATE

REGULATION AND
INVESTIGATIONS

RISK ADVISORY

TAX



LAW CENTRES

LIBERTY ADVICE LINE

NELSON MANDELA
FOUNDATION

LAWWORKS

BARRETSTOWN

TOGETHER FOR SPORT

RONALD MCDONALD
HOUSE AT GUY'S AND
ST THOMAS' HOSPITAL

HELPING HANDS CLUB

GLANCE



A FEW KEY CLIENTS

AIG

AT&T

BMW

BNP PARIBAS

BRITISH AIRWAYS

CHINA DEVELOPMENT BANK

CITI

CRÉDIT AGRICOLE

CREDIT SUISSE

DEUTSCHE BANK

EASYJET

ESSO PETROLEUM

G4S

GLAXOSMITHKLINE

HSBC

ING BANK

J.P. MORGAN

KOREA DEVELOPMENT BANK

MCLAREN TECHNOLOGY GROUP

MALAYSIA AIRLINES

PURPLEBRICKS

RIO TINTO GROUP

SOCIÉTÉ GÉNÉRALE

STANDARD CHARTERED

THE ROYAL BANK OF SCOTLAND

Why Norton Rose Fulbright?

Norton Rose Fulbright is a global law firm with a powerful strategic focus and tangible momentum. Our strategy is to align our focus with the future plans and aspirations of our clients. This proactive approach is setting us on a new path. Our work is cutting edge, our view is long term, and our client relationships are better for it. Our continued growth relies on the willingness of our people, and those who join us, to take on work that stretches them and takes us to where we need to be.

Wherever we are, we operate in accordance with our global business principles of quality, unity and integrity. We aim to provide the highest possible standard of legal service in each of our offices and to maintain that level of quality at every point of contact.





What is the Hub?

Our Newcastle Hub delivers high-quality and efficient support to our instructing teams. It is an innovative and flexible working solution, where suitable tasks are allocated to a pool of Legal Process Assistants (LPAs). Our LPAs are recruited through a rigorous assessment centre before being inducted and then trained on a discrete number of processes. The work of the Hub is supervised throughout by experienced lawyers. Technology and defined processes are key to the way we work, providing flexibility and quality assurance in everything we undertake.

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The Hub is a great example of the sort of innovative thinking that allows us to find smarter ways of delivering a high-quality service to our clients.

Martin Scott
*Managing partner –
Europe, Middle East and Asia*



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*The Hub was set up to
keep us ahead
of the curve.*

Kiran Radhakrishnan
Head of the Newcastle Hub



The project

What are we trying to achieve in Newcastle? Kiran, the head of the Newcastle Hub, sets it out.

I think, in some ways, the notion of the Hub runs counter to the nature of most law firms. They tend to be very traditional, very risk averse. And that's understandable – the work done for clients is serious, and the consequences of getting things wrong can be severe. But the fact is, if you don't explore new things and accept that some of them might not work, you won't improve.

The Hub was really set up to keep us ahead of the curve. It gives the firm the space to trial new ways of working and new technologies. Some that work. Some that don't. Then when partners call us up and tell us about their client expectations, we can provide something new, something perhaps unexpected; a bit of tech or a solution that makes their lives, and clients' lives, easier.

Don't get me wrong, it's not all scientists in lab coats – most of the work we do is traditional legal work that stands people in good stead for their career. We just try to be creative in the way we do that work. We have experts all around the firm who train the team and help ensure we maintain the quality expected by our clients, but as long as we're doing that, why wouldn't we try to innovate?

Within the current legal market, this attitude is so important. For example, when pitching to potential or existing clients, every firm will now be asked what they're doing about legal innovation. Clients, understandably, want to know what you're doing in this field, and how it will improve their experience with you. They want to know how we will deliver high-quality work as efficiently as possible.

I've experienced that change in direction of the legal market first hand. I originally trained in our London office as a lawyer and qualified into the corporate team, where I focused on mergers and acquisitions. Then, in April 2016, I was asked if I'd like to go and run a team that would improve the way we delivered legal services.

As a lawyer, to witness the way the sector is changing, and then to be asked to be at the forefront of that change, was a real motivator for me. It was an easy move to make. Yes, a risk – we were moving into something untried and untested – but it was too good to miss. That attitude that you have to try it – the attitude that's really so central to the whole Hub – absolutely won me over. If nothing else, it would be an experience over and above anything I'd have found in a "traditional" legal career.

And I think that, over time, what we're doing here will begin to change what a normal legal career is: what it means to work in the legal profession, whether as a lawyer or otherwise. In the future, you're going to need all kinds of different technical skills. The ways of working that we're developing here will be fundamental to law firms of the future. The way matters are resourced. Disaggregation. How tech is applied to make processes more efficient.

I think the whole firm recognises that importance, really. One of the best things about this project, something that shows how important our work is, is the backing we have from senior management. In the wider scheme of things we are junior employees – and yet every single member of the senior management team has visited the Hub and spent time with the team. And for paralegal-level employees, that's rare. To be sitting down for dinner with the managing partner – that doesn't happen every day when you're a paralegal. And it's happening because of the integral nature of what we're doing.

It's great to have that recognition for the team, because I think what makes me most passionate about this project is the people – and I know how clichéd that sounds. They're genuinely impressive. Sometimes I've thought we might have reached a limit – hectic times when we've really had to push to get something right – but each time that we have raised the bar, they've got there.

When you meet with the enthusiasm and the great attitude of the team that we have, the buzz of the atmosphere we're in, the cutting-edge new offices we've just moved into, you can't help but be impressed. The best thing is that we've only really just begun – the potential is enormous.



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*It's great to have that recognition for the team,
because what makes me most passionate about
this project is the people.*

*Kiran Radhakrishnan
Head of the Newcastle Hub*



Small beginnings

Rebecca, now a senior legal process assistant, remembers her early days – and the Hub’s beginnings, too.

I was in the middle of finishing my LPC at Northumbria when they told us about this new opportunity through Norton Rose Fulbright. It was going to be a pilot project, they said – something a little like a start-up, but as part of a global law firm. It all sounded quite exciting and I thought I’d like to get involved.

Things moved so fast from there. From the assessment centre to starting on the Monday took about ten days flat. I’d been on holiday so I was just back in the country – and here I was, launched into the swing of things.

We kicked things off with an induction in London. It was all a bit surreal. Ten days ago I’d had my assessment centre – and now the eight of us in that very first intake were in the London office, having dinner on the top floor with some of the firm’s very senior partners. They made sure each of us sat between two partners, so that you had to get to know everyone. It was intense, trying to hold your own in that environment, but it made us all feel part of the firm in those early days.

Considering our size in the beginning, though, I never pictured we’d get to where we are now. I honestly thought it would just be support work for the London office. But as our reputation’s grown, the work that we do keeps reaching further, so that now we work with all the

offices in the global network. We’ve just had an instruction from the Singapore office and had one of our legal process assistants over there for six weeks. It just shows the trust in the quality of our work.

And as the Hub grows, our careers are on an upward trajectory, too. I’ve moved up to become a senior legal process assistant, training our more junior employees. That’s been a brilliant opportunity – to see people come in with no experience, to help them develop, and to see them in six months, able to take on whatever comes their way.

We’re rapidly expanding the kind of work we do – which means a lot in terms of our own experience. You get to work on such a range of things now. I might oversee a banking matter in the morning and then deal with corporate work in the afternoon. It’s funny now to think we started just doing commercial contract reviews.

But despite all the big changes, I think our culture has stayed the same. When we joined the pilot, working together in our open-plan office, we had the chance to set out who we wanted to be – and you still get a sense of that. Everyone’s approachable. Everyone’s on hand if you need help or clarification. And as more people have joined, they just fit in and become part of our culture.



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As the Hub grows, our careers are on an upward trajectory, too. I've moved up to become a senior legal process assistant.

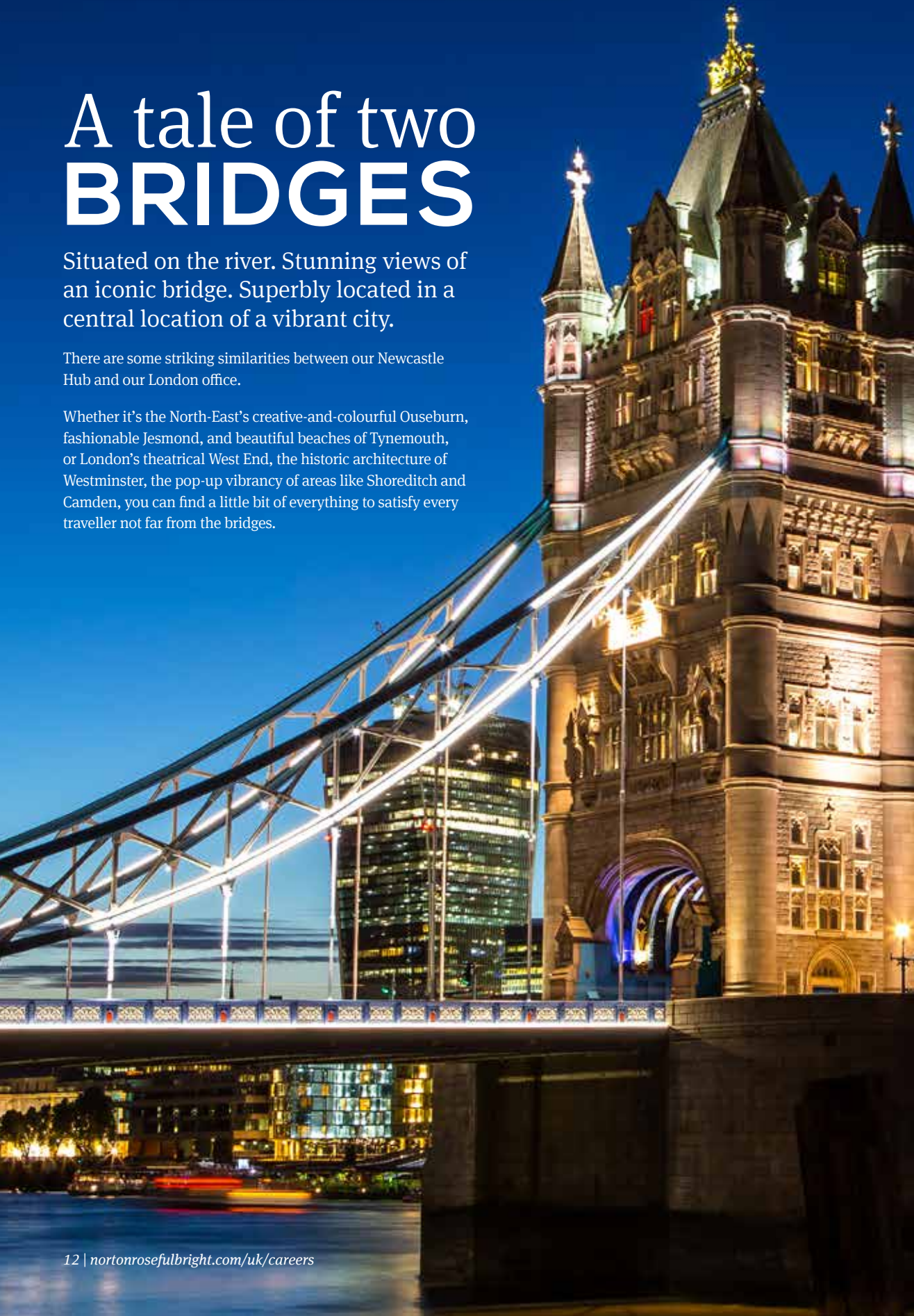
Rebecca Newton
Senior legal process assistant

A tale of two **BRIDGES**

Situated on the river. Stunning views of an iconic bridge. Superbly located in a central location of a vibrant city.

There are some striking similarities between our Newcastle Hub and our London office.

Whether it's the North-East's creative-and-colourful Ouseburn, fashionable Jesmond, and beautiful beaches of Tynemouth, or London's theatrical West End, the historic architecture of Westminster, the pop-up vibrancy of areas like Shoreditch and Camden, you can find a little bit of everything to satisfy every traveller not far from the bridges.







One Hub, many backgrounds

Whether or not you're from a legal background, you'll find your path here, as senior legal process assistants Joe (left) and Dale (right) discovered.

Joe:

Not being from a law background, I'd never actually heard of Norton Rose Fulbright. I was a politics graduate at Newcastle, working for one of the main political parties during a leadership campaign.

Dale:

While Joe was doing that, I'd just finished my law degree and I was working in pub management. It had been great at university, but I felt like it was time to move on to something relevant to my degree – and that was when I found out Norton Rose Fulbright was coming to Newcastle.

Joe:

Same here. Things were winding down on the campaign when I got an email from the university – and it just felt like the right time to move.

Dale:

We were the first batch of recruits. There were only a handful of us – I was full time and Joe started off as one of the part-timers.

Joe:

Being from a non-law background, I didn't have the foundations in terms of knowing the terminology, knowing what certain concepts meant, but you pick it up.

Dale:

I think we all started on an even keel when it came to how to actually do the work. If Joe didn't know a term, for instance, he had me as a legal dictionary. We all helped each other along the way; we supported anyone who was struggling.



Joe:

The thing is, it's your attitude that makes a difference, more than what you studied. I primarily do dispute resolution-focused work, but I've found that wherever you are in the Hub, if you want to put in the hours to help change the way we work, that's when you'll do well.

Dale:

It's a steep learning curve, for sure, but the team at the Hub and others around the firm are on hand with training and support, so you never feel exposed. I work in banking law, mainly in project finance. If someone wants to build a hospital or a motorway, we'll help to manage and optimise the process through which that money's lent – the contracts and the documentation. It's complex, and the calibre of work is so high.

Joe:

Definitely. Whatever you're doing, you're very aware that even though you're sitting on the Quayside, you're representing Norton Rose Fulbright round the world in what you do.

Dale:

And in our position, at this stage in our career, that opportunity is massive.

Joe:

I worked on a project once where I went down to the London office and had managerial responsibility over 50 people. When you're just out of university, you can't even dream of that kind of opportunity. It put the Hub on the map with new people, and it was an absolute game-changer for me.

Dale:

That's it, absolutely. You're working on cutting-edge projects; tech and solutions that could change how a global law firm works – and it's not experience you could get anywhere else.

Joe:

The experience is what you make of it. What you want to do, how you want to develop. And I think the Hub is what you make of it, too. We've grown our own identity. We're driving the firm forward and everyone is part of it.



EXPLORING THE NEW

The technology coming out of the Hub is changing the way our firm works. We spoke to Jeremy and Alex to find out how and why the Hub's attitude is so important.

Jeremy qualified as a solicitor with us in September 2016 before moving to the Hub to become our process and technology lead. He came to our firm from a background in business and technology start-ups, having worked in a variety of industries ranging from video games to process engineering. He gives us his perspective on why data will be so critical to the future of law.

A lot of our work at the Newcastle Hub starts with a simple narrative: the client needs to answer a few relatively simple questions, but we can only answer them after reviewing and analysing a large amount of information. Traditionally, the end product of this exercise could be a 1,000-page due diligence report but this may not be particularly helpful in answering specific questions. We use tools to identify, extract, sort and categorise the information so it can be displayed graphically. If the data is presented using dynamic

visualisations the client gets the answer to their question, but the answer also draws out additional insights that can only be seen from looking at all the information together.

For me, realising how data could change the practice of law started when I met two partners from Norton Rose Fulbright's Austin office in Texas. They'd built a proprietary system capable of analysing huge data sets containing millions of data points. This was a significant realisation for me because I hadn't realised that lawyers

could apply their skills to analysing data in the same way we analysed contracts. Applying basic analytical principles and models to large data sets allows you to look at a body of information, test theories about what's there, or not there, and then provide tangible advice based on your findings. Lawyers are trained to look for gaps and find problems; this is no different, just slightly more technical.

For example, you could be helping a client to investigate a potential bribery in one of their subsidiary offices in a high-risk jurisdiction. Traditionally, the investigation may start by looking at every email and every document relating to the subsidiary. Now, we can analyse the invoice database based on an expected range of values. Those invoices that fall outside the expected range can be immediately escalated for further review. By taking existing data and applying basic visualisation tools, a lawyer can very quickly identify what needs a closer look.

That's just one example, but there are so many others. All information is essentially data, but getting it into a form that is structured, so that you can apply basic analytics and visualisation techniques will make our business better. There are so many new technologies and applications appearing all the time, we can't possibly keep on top of everything. So, we encourage everyone at the Hub to be interested and aware of what is going on in that space. When any of our people sees something that could help us to work more efficiently, they put their hand up and say "Hey, I think we can do this better." And then the whole team says: "Fantastic, let's try it!" Some things don't work, but that's fine – we are learning from the process and, of course, the ones that do work are changing the way we deliver legal services.

Alex, one of our legal process assistants, joined the Hub from a background in technology and academia, speaking in the UK, US and Canada on everything from cryptocurrency to chaos theory. He talks to us about the importance of experimentation, and how it relates to the Hub's work on process development.

I've always been interested in the future of technology. AI, robotics, that sort of thing. I did my Ph.D. at Durham, and then I moved out to Toronto for a year, where I worked at a bitcoin consultancy firm and gave several lectures on blockchain technology.

When I came back to the UK, I wrote to firms that seemed interested in the same technology and advancement I was passionate about. A partner here was kind enough to reach out and that's how I came to be at Norton Rose Fulbright and at the Hub.

For me, our work is innovative because of the firm's attitude. They're open to experimentation. I have the freedom to pick up new programming languages and see what works – and what doesn't. We'll compare the new way and the other ways we've tried,

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For me, our work is innovative because of the firm's attitude. They're open to experimentation.”

Alex Malt
Legal process assistant

and identify the pros and cons, so we're constantly improving.

Of course, sometimes the tech I'm exploring won't be immediately relevant. Sometimes I'll try something, then shelve it for a while. Then months down the line we'll realise that it's relevant to a new piece of work. To give you an example from our document automation work, I started using one language to automate the production of letters, just to see if I could. A few months later, we realised this would be great for automatically bundling data and converting it into the format requested by our client. Connections can come up in unexpected ways, and it's genuinely nice to find an environment that enables this.

I think in everything we do, we're always looking at how we can broadly apply what we've learned. Our work in, say, shipping law – how could that be applied to banking? How could it be applied to the tech sector? And in that way, even when we're doing a smaller piece of work, we're influencing the general approach. Small pieces of learning – with a much wider impact.

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It's so important for the firm to have a team like we do in the Hub. Their innovation is vital, because we always need better and smarter ways to do things.”

Anna Gamvros
Partner, Norton Rose Fulbright





A difference felt across the world

Anna Gamvros, corporate partner in our Hong Kong office, recalls her first experience with the Hub.

My area of speciality is privacy and technology law – which might mean anything from contract negotiation to helping clients respond to cyber incidents. It's brilliant work, but it can be deeply time-consuming, particularly when you're dealing with multiple countries.

In advisory work, for instance, we'll often have to send questions to local lawyers in 30 jurisdictions, and wrangle all their answers back together from around the world. It's a lot of to-ing and fro-ing; a lot of email traffic. And at the end, it makes for a cumbersome table of results – and, of course, the client has to make sense of it.

I was a bit of a pioneer for the Newcastle Hub. I knew other offices were coming to them with due diligence, but no-one was using it for this project management aspect. So, when I got a new project, I said we should try it.

The team at the Hub were so responsive to us from the start. They jumped on the phone to workshop what we wanted and what we needed from them. At the start, I honestly just thought they would help us with the go-between work, freeing up my team to focus on reviewing and producing the end result. But what we got was far more than that.

We quickly discovered that the Hub's help didn't end with gathering the data more efficiently. They also made that data more manageable to present to the client. Suddenly, we had the capability to generate attractive and useful end-products – heat maps, charts – that drew the data together in a way the client could easily process. It was a benefit we hadn't even set out to look for, because we just didn't know that kind of technology existed. But the Hub did.

We still use the same process now on similar projects, so it's totally changed the way we work. In fact, we're starting another project the same way next week, so taking that leap and getting in contact is still paying off even now.

It's so important for the firm to have a team like we do in the Hub. Their innovation is vital, because we always need better and smarter ways to do things: technology that frees up valuable time; more efficient ways to run projects. And all of that means a better experience for the client, and a better class of legal service.



Training contracts

We know that for some applicants into the Hub the long-term goal will be a training contract. It won't be for everyone, but for those who do wish to pursue the training contract route, working at the Hub will provide you with strong experience to support any application.

In addition, you will gain key process knowledge, insight into working with international instructing teams and clients, and an opportunity to build internal networks. In short, time in the Hub will help formulate your vision for your future career.

Our training contracts are based in London but do include seats in our overseas offices and at clients. Internal applicants for a training contract require at least 12 months' service and will also need to satisfy the minimum requirements of AAB (or equivalent) and a 2:1 degree classification.



Our in-house kitchen and dining area in the new Newcastle office.

Timothy Wood, associate in project finance, is also a GB team bronze medallist in the 2017 European Aquathlon Championships.



Health and wellbeing

You'll grow in standing as a professional with us – but your career isn't all we care about. We're also invested in your wellbeing, with plenty of options to help you maintain a healthy work/life balance.



HEALTH AND WELLBEING WORKSHOPS



PRIVATE MEDICAL AND DENTAL SCHEMES



CYCLE-TO-WORK SCHEME



GOURMET SOCIETY DISCOUNTED CARD



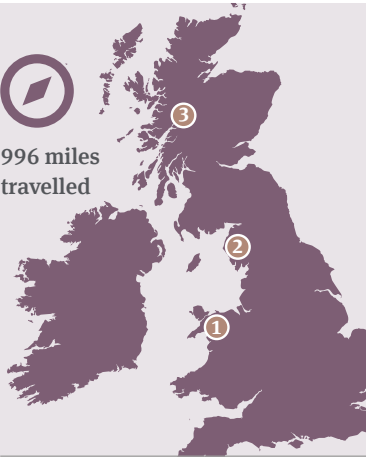
SUBSIDISED GYM MEMBERSHIP



PEAK PERFORMANCE



996 miles travelled



Snowdon, Wales: 1085m



Scafell Pike, England: 978m



Ben Nevis, Scotland: 1345m



Twelve colleagues on the challenge



Two months of training



£1500 raised for the Nelson Mandela Foundation



One weekend to complete our challenge



Brad takes us on the Hub team's journey to complete the Three Peaks Challenge.

Coming from a little town in the Lake District, I was fairly used to going up and down hills in my spare time when I was young. So, when I organised for a team from the Hub to take part in the Three Peaks Challenge, I honestly thought it would be easy. It wasn't.

This all started when Martin Scott came up in April for the Hub's one-year anniversary. We were celebrating the Hub's achievements over the last 12 months, but we also chatted over dinner about what was happening across the global network – including Challenge 67, where all the offices



*You won't be smiling soon!
The team prepare to set off.*



Fine weather and clear skies revealed beautiful scenery along the way.

were raising money for the Nelson Mandela Foundation.

I was still new – I'd been here for about three months – but the cause started to take root in my head; then someone suggested the Three Peaks Challenge. The basic concept is that you climb the highest peaks in Scotland, in England, and in Wales respectively – ideally in 24 hours. You get up and down them as fast as you can, then back on the bus and get to the next one.

Once we had the idea, I guess I just ran with it. The team told me about the Norton Rose Fulbright Charitable Foundation – our firm's organisation set up to aid charity causes and to help employees organise their own fundraising efforts, so that all the sponsorship goes to charity. We even got branded T-shirts and fleeces provided by the firm.

At this point, there were eleven volunteers, a real mix of junior and senior employees, and then I got an email from David Carter – the head of alternative resourcing, based in London. He'd heard about the Challenge from the Hub's senior management, and he was keen to take part. For me that was brilliant: this was a chance for us all to get to know each other across offices.

We started the training a good eight weeks beforehand. We did Scafell Pike, because I thought it would be good to at least tackle one of the hills to make it less daunting. It's just as well we did, because that's the one we ended up having to do in the dark during the Challenge itself.

That was pretty terrifying, actually. We'd tackled Ben Nevis first, driven down from Fort William, and arrived at Scafell Pike around midnight. We were in two groups and both ended up lost on different routes – and



The view across Loch Eil, and the team reach another milestone.

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Together we did it
and we’re so proud of
ourselves – and of
each other.”

somehow neither was the route we’d taken in training.

I remember crowding round a map on someone’s phone, when suddenly we spotted the cairns. They’re these sets of triangular rocks, and if you keep between them, you’ll know you’re on the right path. I’ve never been so relieved. We followed them and made it to the top just as the sun was coming up – and honestly, sunrise at the top of Scafell Pike is absolutely beautiful.

The weather didn’t really hold for Snowdon though. The winds were gale-force. We were getting ready to go up the steeper side when we overheard some other climbers coming back down, saying the weather had cancelled the train that goes up and down the other side.

That’s something you don’t realise until you do it: you’ll meet a lot of the same climbers because you’re all trying to do the same peaks in 24

hours. We saw people on Ben Nevis that we met again in the dark on Scafell Pike. You see this odd torch or flicker of lights above you and you just know you’re not alone.

In the end, I think it’s important that we all get involved in projects like this. We’re showing that as a team and as a firm, we’re a group that cares; a team willing to contribute a lot of time and money to people and causes we care about.

But it’s important for us as individuals, too. It brought us together in the Hub: you could feel how the atmosphere was different, the kind of camaraderie on Monday morning. Most of us who went would never have done the Three Peaks Challenge in a million years on our own, but together we did it and we’re so proud of ourselves – and of each other.



The team on their ascent of Ben Nevis.

Hitting cruising altitude

Atif focuses on aviation finance at the Hub and still remembers his first transaction, where it all took off.

One of the things I love about the Hub is doing things I haven't done before. I enjoy the challenge of working out how to deal with a problem and I've always tended to thrive under pressure.

That definitely paid off on my first transaction. It was in aviation finance – one of my key areas of focus now. But at the time, I'd never done anything like it. I hadn't been part of a transaction and I had no experience of aviation finance either.

We'd had some preparation, of course. The team from London were very supportive: this was all new to the Hub, so they came up to give us some training and we also shadowed a transaction to completion beforehand. But like anything, until you've actually done it, you don't really know for sure how it's going to be. Being in charge of a transaction is very different in theory and in practice.

Essentially, what we're doing is managing the transactions that allow clients to purchase or sell an aircraft. Usually, it's a chain of four or five planes. The London team handles the first one, then we'll work with them on all the subsequent transactions in the chain. We deal with the airplane manufacturer as well as with insurance companies and local counsel in the various jurisdictions.

There's a lot to do, a lot of parties to work with, and that's compounded by the fact that we deliver these projects in three weeks. It's a very intense period while it happens. It can be long hours. You can be working with clients and counsel in challenging time zones. If the client's lawyer is in Hong Kong, say, we'll come online in the morning towards the end of their work day.



I've worked on twelve or thirteen aircraft transactions now, and looking back, I know I've learned a lot.

Atif Ayub
Senior legal process assistant



So with this first case, there was plenty we needed to think about – and I have to say, it was nerve wracking. There was one document in particular that I was worried about even up until the night before the transaction.

In the end, it was absolutely fine. Everything cleared perfectly on the day and I needn't have worried. We read off the all-parties closing script – us in our office; others calling in from the aircraft manufacturer in Toulouse – and we successfully transferred the title to the purchaser.

I've delivered twelve or thirteen aircraft transactions now, and looking back, I know I've learned a lot. How to liaise with other parties. How to prioritise work in such a tight window. How to juggle other matters – because, of course, the nature of the Hub means you'll be working on other issues here, too.

It's been a journey since that first transaction, but I'm proud to say that, now, the same clients from that first deal look to me as a first point of call. You get to know them well. And it's brilliant to know that, whether it's the client or the wider firm, everyone has confidence in you to provide the right answers.



Shine

As part of the firm's approach to diversity and inclusion, Norton Rose Fulbright sponsors a number of employee networks within the firm. These networks support their members in many ways, including fostering professional development, creating opportunities for networking and business development and increasing our interaction with the community.

Our employee networks are a valuable resource to the firm and our D&I strategy relies on harnessing their power to achieve our wider strategic objectives. The networks contribute to these objectives in a number of ways:

- Raising awareness of the diversity of our people and issues that some of our under-represented groups face.
- Promoting a culture of inclusion.
- Attracting diverse talent to the firm by contributing to the firm's position as an employer of choice.
- Contributing to business development by providing opportunities to engage with our clients and potential clients.
- Providing members with a sense of affinity with the firm, creating opportunities to connect with colleagues across the practice, thereby building personal and professional networks.



fm Family matters



earlywin



OUR EMPLOYEE NETWORKS

WHAT NEXT...

Before you apply

Make a list of the key skills and competencies you think are essential for this role.

Be clear about why you have chosen us and why you see your future here.

Be interesting and engaging. We value individuality, so make sure that your personality, passions and interests come across.

Attention to detail and clarity of thought are non-negotiable. Remember to check and double-check all spelling and grammar. Express yourself concisely and clearly – and don't use jargon.

Do not be afraid to sell yourself. That is what the interviewing is all about. Demonstrate how your interests and experience are relevant to the role and why they make you our ideal candidate.

Include examples of any work placements or experience you feel are relevant. As long as you can demonstrate that they are, we want to know about it. Pay particular attention to activities that show you have commercial awareness and excellent communication skills.

We are interested in hearing your opinions about us. Make sure these are well informed. We don't want to hear quotes from our own materials.

Be honest and straightforward. Keep a copy of your completed application, as we will ask you about your answers during your interview.





What we look for

People with rounded experience. Most people here have done more in their lives than just study.

Engagement. Not just with the work you do, but with the practice and people around you.

Enthusiasm. Your supervisor won't expect you to know everything, but they will look to you to work hard and contribute in every way you can.

Diligence. Attention to detail matters in law, and mistakes will get noticed.

A willingness to learn. This is vital, and you'll have plenty of opportunities to show yours.

Organisational skills. They're not glamorous, but they are invaluable. People who can plan ahead and stay on top of the detail impress.

Tech savvy. Technology is integral to the way the Hub works and we want people who are at ease with that innovative environment.

Flexibility. Client demand may require you to adapt your schedule, sometimes at short notice.

What we offer you

If you join the Hub, you will be helping to shape the future of law. You will have the opportunity to contribute to the design of new processes and test new technologies which will inform the way we do business in the future. You will gain experience of working on complex, international and industry-focused transactions, many of which will be headline-making deals. You will be given comprehensive training and your work will be supervised by experienced lawyers. You will have frequent contact with instructing teams.

It is not just the work and our training that will help you move forward. Our supportive and positive environment will, too. Whether you are thinking of a career in the law or want to explore what alternative career paths may be open to you, there is no substitute for experience in finding out about our practice. And progress is based purely on merit; if you are good, no-one will stand in your way.

nortonrosefulbright.com/uk/careers/

Business principles

Norton Rose Fulbright has a global set of business principles, which guide behaviour and help to ensure that the business operates to the highest standards. Our business principles are based on quality, unity and integrity and apply to all our activities and employees worldwide. They describe our culture and personality both internally and externally, the way we work and what we stand for.

Quality

Clients come first. We work on the basis that if we help our clients to be successful, we will be successful.

Our focus is on providing **consistently high-quality legal services** to clients across the business.

We are **industry experts**. We understand our clients' businesses, industries and markets. Our strong industry focus helps us to forge our market reputation and distinguishes us from our peers.

We have a **commercial and pragmatic approach** to advising clients on their business dealings.

We develop **innovative solutions** for our clients' legal and business issues.

We seek to recruit only the **best people** and we aim to develop them to perform to the highest level.

Unity

We operate in a **team culture**, collaborating and sharing information and knowledge across disciplines and markets to achieve the best results for our clients.

We have a **united, global perspective**, servicing industries and clients on a global basis.

We **value our culture** and work hard to preserve it.

Integrity

We **value our people** – they are our most important asset – and we promote a culture of respect for the individual.

We expect to deliver work that meets the **highest professional, ethical and business standards**.

We build long-term relationships with our clients and colleagues by being **trustworthy, open and fair**.



Careers information

Please note that all applications need to be submitted via our website:



nortonrosefulbright.com/uk/careers/

We will not accept applications via email or third parties

If you have a disability and require the application form in a different format,
please email us



recruitment@nortonrosefulbright.com



linkedin.com/company/nortonrosefulbright