



**be brave.**

## CODE OF CONDUCT

### MY COMMITMENT



#### Openness and respect

##### Be available to your team

- Increase the use of alternative forms of communication (such as jabber) to give quick updates on jobs, check for capacity and acknowledge emails etc.

##### Be a mentor

- If capacity allows, invite junior lawyers to join meetings to observe and learn.
- Ensure feedback and corrections are timely, constructive and delivered within the correct environment. Debrief after transactions to allow for continuous learning.

##### Be fair and inclusive

- Be mindful that junior lawyers and trainees are still learning – they will make mistakes and do things differently but they must be given the time to learn.
- Ensure junior lawyers are kept up to date and copied in to relevant correspondence to allow them to stay fully informed.

##### Give due credit

- Allow team members to take credit and say thank you for a job well done.



#### Respecting rest periods

##### Actively consider wellbeing

- Recognise the need to switch-off and the danger of being 'always on'.

##### Respect evenings and weekends

- Whilst recognising that everyone likes to work differently, consider the impact of emails sent late at night / over the weekend. Make use of delayed delivery where possible.

##### Be mindful of non-working days & discourage presenteesim

- Respect the 'out of office', including your own. Role model behaviour by only replying or forwarding emails in critical circumstances.
- Encourage people to be open about non-working days/times.
- Allow people time to catch up on emails when they return to the office after a non-working day or annual leave.
- Be mindful of those not working full time; have a conversation before deciding whether a piece of work can be allocated to them



#### Smart meetings and emails

##### Be flexible and considerate

- Consider peoples' working patterns when planning meetings. Be conscious of the additional strain that breakfast/early evening meetings can place on people (with or without families).
- Be open to team members' having a 'non-negotiable' (i.e. the one thing they don't want to miss, whether this be children's bed time, or a gym class).

##### Don't assume availability

- Review which team members need to be on each call and try to stick to the scheduled times to allow people to plan their day accordingly.

##### Encourage agility

- Consciously take advantage of agile working – ensure seating allows for a mix of senior and junior people and integrates all of the team. Share learning with more junior members of the team, including across different locations.

##### Give reasonable notice

- Allow time for team members to respond to emails, if an immediate response is needed, mark as urgent.



#### Mindful delegation

##### Challenge your team, but don't overwhelm them

- Check capacity of the team before organising a meeting and in advance of a client call to ensure visibility of deadlines.
- If working remotely, or in different offices, acknowledge emails in context of response time to the client.

##### Allocate work equally and fairly

- Brief work in plenty of time, ensure that work is allocated appropriately to deadlines.
- Work closely as a team throughout deals and discuss capacity to ensure work is shared evenly.

##### Find teachable moments

- Take time to brief work or explain mark ups rather than leaving it on someone's chair.

##### Don't set or accept fake deadlines

- Communicate internal deadlines clearly so junior lawyers can factor in review times for senior team members. Avoid setting 'fake' internal deadlines.

##### Challenge unreasonable clients

- Be brave - question the clients' rationale for the timing of instructions to gain a proper understanding of the urgency. Manage expectations and negotiate when a client request is unreasonable or unrealistic.

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