

Kennedys

Legal advice in black and white

# Our culture & values





*All firms have their own personality and we know that clients like Kennedys' straightforward approach and informal manner. It follows that devoting time to protect and strengthen our culture and values will build the comparative advantage we have over other law firms. At the same time strengthening this 'glue' will build our resilience as a firm.*

*If we all understand the firm's values and build these into our day-to-day working practices it will help us to act, and be seen, as a single international firm and to manage our risk and reputation more actively.*

*Before starting on this project I reviewed the business rationale carefully. The four values identified explain why people choose to work and stay with us and why clients turn to us for help. I am convinced this matters for our long term future and I need all of you to support me in taking this initiative forward.*



Nick Thomas



# Being approachable and responsive

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We deeply value the relationships we build and believe that by being human, friendly and courteous we all work together better. We are approachable, responsive and we show we care.

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- We consult and involve both clients and colleagues
- We stay in touch with clients whether we're currently working for them or not
- We empathise with clients and colleagues
- We encourage knowledge sharing at all levels
- We are helpful, responsive, caring and supportive
- We communicate openly and effectively
- We maintain an environment where we all enjoy coming to work
- We are unpretentious, sociable and keep our sense of humour
- We don't criticise people behind their backs
- We don't complain without taking action to find a solution
- We don't take ourselves too seriously
- We don't tolerate arrogance



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*We share knowledge and ideas, we don't keep information to ourselves*

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# Showing respect for people

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We show respect and courtesy to others and value their different personalities and skills. We believe that everyone is entitled to a reasonable degree of personal freedom as long as they act responsibly, seek out best practice and are accountable for their actions.

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- We treat others as we would like to be treated
- We ask for others' views and value individuals' insights
- We are polite and considerate
- We deliver on our commitments
- We keep rules and boundaries to a minimum
- We recognise good performance and challenge underperformance
- We honour the autonomy we enjoy by acting responsibly
- We exhibit and expect accountability
- We don't patronise others or abuse our position
- We don't tolerate prima donnas, rudeness or bullying
- We don't neglect our responsibilities to each other
- We don't put our individual interests before the interests of others



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*We support individuality  
not individualists*

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# Being trustworthy and straightforward

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We are open with each other and everyone with whom we do business. We uphold high standards of professional integrity and are not afraid to challenge what we think is wrong. We are straightforward and straight talking.

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- We are transparent and honest with our clients, even if we make a mistake
- We have the courage to speak out and tell the truth
- We set clear expectations and face up to our responsibilities
- We give clear and independent advice
- We apply the same high standards of integrity internally as we do externally
- We ensure we take the right rather than the easy way
- We deliver on our promises
- We give full, frank and constructive feedback
- We don't shy away from difficult issues
- We don't pass the buck
- We don't over-complicate matters



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*We are accountable, we don't shirk our responsibilities*

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# Delivering economic solutions

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We believe in finding the best and most economic solution for our clients. We provide value by focusing on what is needed and delivering it in an uncomplicated way. We provide answers, not theory.

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- We provide best-value solutions without compromising quality
  - We are practical rather than simply intellectual
  - We provide concrete recommendations tailored to our clients' needs
  - We are proactive and take the initiative
  - We focus on clients' requirements and pressures ahead of our own
  - We take pride in doing things quickly and well
  - We make the breadth of Kennedy's' expertise available to help our clients
  - We are passionate about our work and the value it adds
- We don't churn files or milk clients
  - We don't compromise quality in favour of brevity, speed or cost
  - We don't do work that others in the firm could do better or more efficiently
  - We don't undervalue what we provide



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*We are confident in expressing our views, not cowed into inertia*

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