

Linklaters

EMPLOYMENT & INCENTIVES

The Global Employment and Incentives practice

GLOBAL PRESENCE, LOCAL KNOWLEDGE

With an international network of offices combining strong local expertise with commercial cross-border experience, our global Employment & Incentives practice delivers the highest standards of quality to our clients across the full range of employment and incentives issues wherever they do business.



“I AM VERY HAPPY, WITH AN EMPHASIS ON THE WORD ‘VERY’! THE LAWYERS GIVE EXCELLENT ADVICE, THE FIRM HAS A GLOBAL NETWORK, AND THE TEAM ALWAYS DELIVERS ON TIME.”

OUR EXPERTISE

We pride ourselves on providing technical and business-driven advice to our clients on their most complex, sensitive and strategic people-related issues. We regularly advise on the following, at a global and local level:

- > Board, executive and senior management appointments, severance arrangements and terminations.
- > Employee competition, confidential information and restraints of trade.
- > Cross-border secondments, transfers of workforces and outsourcing arrangements.
- > Group restructurings and redundancy exercises.
- > Performance management, conduct and capability issues.
- > Internal and regulatory investigations and crisis management mandates.
- > Employee disputes, discrimination, workplace harassment, disciplinaries and grievances.
- > High-profile court and tribunal litigation.
- > Whistleblowing, protected disclosures, speak up/listen up arrangements, policies and best practice.
- > Multi-jurisdictional M&A transactions, IPOs, capital raisings/distributions and takeovers.
- > Corporate governance, best practice, directors' duties and workforce/stakeholder engagement.
- > Remuneration regulation, executive remuneration, best practice and disclosure requirements.
- > Remuneration committee governance and policy design.
- > Bonus and incentive structures, including deferrals, clawback and forfeiture arrangements.
- > Executive and all-employee incentive plan design and implementation, global compliance reviews, and employee benefit trust and employee tax advice.
- > Employee share dealing, market abuse, risk and disclosure obligations.
- > Trade unions, collective bargaining and works councils.

With a dedicated faculty of experts comprising legal expertise and in-house business advisers, we also work closely with clients to advise on workplace culture, diversity and inclusion initiatives.

We believe that few, if any, other law firms can provide this type of balanced practice and full service offering.

ADDED VALUE

We believe our value-add offering for clients sets us apart.

- > We use technology to enhance our client service, providing e-learning and training modules and producing content for our clients across a range of media, including blogs, vlogs, podcasts and our active presence on social media.
- > We are thought leaders in our field. We host roundtable events, network groups and content-driven events for our clients to share best practice and market experience. We have close relationships with industry and regulatory bodies so that we join the debate and keep clients up to date with changes to law and regulations.
- > We design and deliver bespoke training programmes, covering a range of employment and incentives topics, which can be tailored to clients' policies, procedures and culture.
- > We are constantly innovating. We design products and tools for our clients to meet their demands and ways of working, including document automation and retention tools, and knowledge resources, such as [UK TechLinks](#), and our [UK NedHub](#).

OUR CROSS-BORDER EXPERIENCE

We are proud of the cross-border work we do. These are some of our recent cross-border credentials.



A **global fund management platform** advising on a complex High Court claim brought by a current executive in relation to the terms of a transaction incentive agreement with potential entitlement in excess of €20m.



SABMiller as lead legal adviser in relation to the acquisition of SABMiller by AB InBev.



Revlon on its US\$870m acquisition of Elizabeth Arden.



Unilever on the sale of its global spreads business (the largest leveraged buyout in Europe and one of the largest private equity deals of 2017). The spreads business operates in 66 countries around the world and includes brands such as Flora and I Can't Believe It's Not Butter!



On the very high-profile share plans on the US\$60bn IPO of **Glencore**, as well as advising on its merger with **Xstrata**.



A **leading provider of mobile electronics, transportation components and systems technology** for the automobile industry on a pan-European analysis of employment laws, which was crucial to informing our client's implementation of a global payroll outsourcing project.



A **global bank** on an EMEA-wide investigation into culture, following allegations of sexual harassment and bullying against senior management.



An **Asian life insurance group** on the redesign of its equity incentive plans following a global compliance review in 18 jurisdictions across Asia Pacific.



The Royal Bank of Scotland plc on their deferral plan and roll out in 56 jurisdictions.



Takeda on the \$62bn takeover of Shire which in 2018 was the largest overseas M&A transaction by a Japanese company. Our global team advised under English, US and Japanese law in relation to the transaction structure and the M&A deal.



Commerzbank AG in the bonus litigation brought against the bank by 104 ex-Dresdner Kleinwort bankers.



Samsung Electronics on the global restructuring of its R&D activities involving a collective redundancy plan.



A **global multi-asset alternative investment firm** on a cross-border data privacy advisory project relating to its data privacy procedures and practices across several jurisdictions in Europe and Asia.



MoneyGram on various employment issues involving multiple APAC jurisdictions, including Hong Kong, Malaysia and Singapore.



Rio Tinto on the implementation of its international Share Purchase Plan.



A **large multinational aerospace and defence conglomerate** advising on its US\$1.8bn sale and the transfer of several thousand employees in 14 jurisdictions across Europe, the Americas, and Asia-Pacific.



A **global food chain business** advising on the employment aspects of acquisition of 200+ outlets across the UK, including on multiple business transfer and service provision change TUPE transfers.



A **global private equity investment advisory business** advising on two complex grievances relating to equal pay, maternity and sex discrimination and three Employment Tribunal claims.



Numerous UK listed companies (including a global leading insurance group, a global investment bank, and a global banking group): advising on the regulatory remuneration and governance implications of UK operations becoming regulated in the UK.

YOUR KEY GLOBAL EMPLOYMENT & INCENTIVES CONTACTS

Your key global Employment & Incentives contacts are below. In each jurisdiction, they are supported by a dedicated team of Associates, junior lawyers and business advisers, as well as contacts at our affiliate and “best friend” firms in other jurisdictions.



Alexandra Beidas
Global Head of Employment and Incentives
Partner
Tel: +44 20 7456 5903
alexandra.beidas@linklaters.com

London



Nicola Rabson
Partner
Tel: +44 20 7456 5284
nicola.rabson@linklaters.com



Sinead Casey
Partner
Tel: +44 20 7456 2723
sinead.casey@linklaters.com



Cara Hegarty
Partner
Tel: +44 20 7456 5580
cara.hegarty@linklaters.com



Bradley Richardson
Partner
Tel: +44 20 7456 2910
bradley.richardson@linklaters.com



Nick Marshall
Partner
Tel: +44 20 7456 2670
nicholas.marshall@linklaters.com



Emma Gray
Counsel
Tel: +44 20 7456 4425
emma.gray@linklaters.com



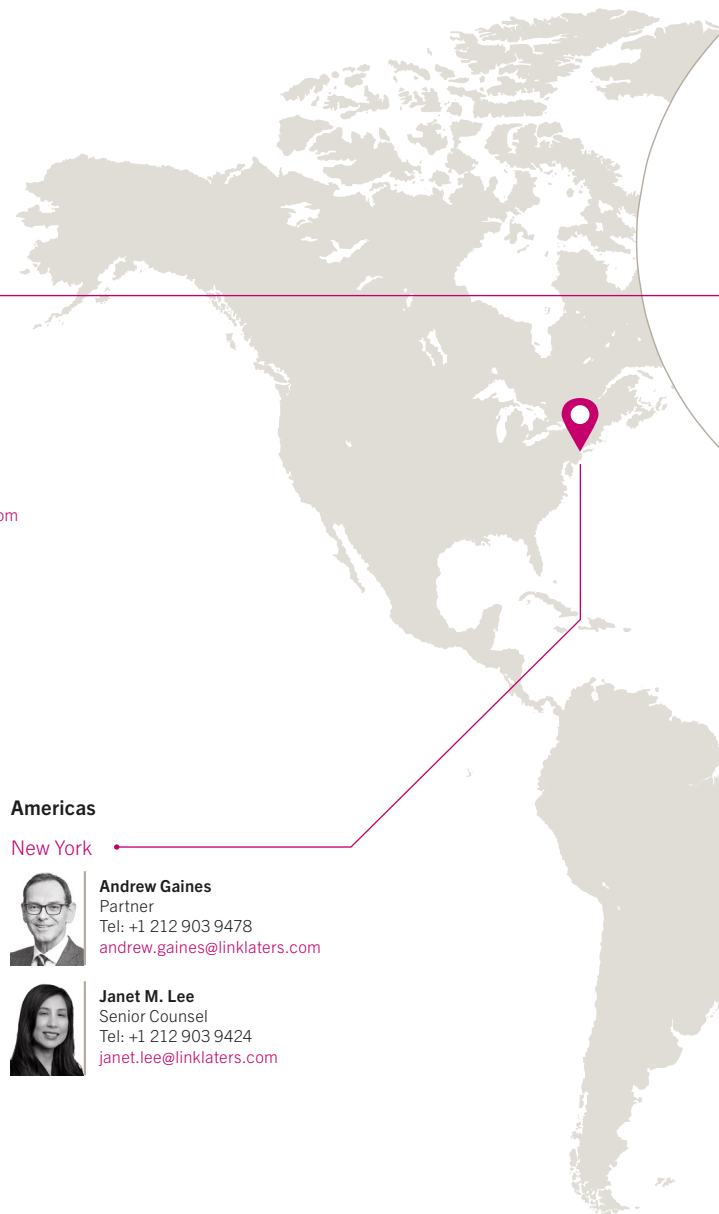
Simon Kerr-Davis
Counsel
Tel: +44 20 7456 5411
simon.kerr-davis@linklaters.com



Julie Sharp
Counsel
Tel: +44 20 7456 3704
julie.sharp@linklaters.com



Judith Sutton
Counsel
Tel: +44 20 7456 4697
judith.sutton@linklaters.com



Americas

New York



Andrew Gaines
Partner
Tel: +1 212 903 9478
andrew.gaines@linklaters.com



Janet M. Lee
Senior Counsel
Tel: +1 212 903 9424
janet.lee@linklaters.com

Europe

Amsterdam



Vincent Gerlach
Counsel
Tel: +31 20 799 6311
vincent.gerlach@linklaters.com

Brussels



Nele van Kerrebroeck
Partner
Tel: +32 2 501 90 66
nele.van_kerrebroeck@linklaters.com

Düsseldorf



Yukiko Hitzelberger-Kijima
Counsel
Tel: +49 211 22977 217
yukiko.hitzelbergerkijima@linklaters.com

Frankfurt



Matthew Devey
Partner
Tel: +49 69 71003 209
matthew.devey@linklaters.com



René Döring
Partner
Tel: +49 69 71003 511
rene.doering@linklaters.com

Luxembourg



Marie Sinniger
Counsel
Tel: +352 2608 8451
marie.sinniger@linklaters.com

Paris



Lionel Vuidard
Partner
Tel: +33 1 56 43 58 30
lionel.vuidard@linklaters.com



Géric Clomes
Partner
Tel: +33 1 56 43 58 28
geric.clomes@linklaters.com



Alice Klein
Counsel
Tel: +33 1 56 43 56 88
alice.clomes@linklaters.com

Milan



Federica Barbero
Counsel
Tel: +39 0288 393 5237
federica.barbero@linklaters.com

Madrid



Moira Guitart
Counsel
Tel: +34 91 399 6136
moira.guitart@linklaters.com

Lisbon



Inês García Beato
Managing Associate
Tel: +351 21 864 01 12
ines.beato@linklaters.com

Asia Pacific

Singapore



Laure de Panafieu
Partner
Tel: +65 6692 5791
laure.de_panafieu@linklaters.com



Chaiyee Oh
Counsel
Tel: +65 6692 5772
chaiyee.oh@linklaters.com

Thailand



Pichitpon Eammongkolchai
Partner
Tel: +66 2305 8017
pichitpon.eammongkolchai@linklaters.com



Sutthipong Koohasaneh
Partner
Tel: +66 2305 8060
sutthipong.koohasaneh@linklaters.com

Shanghai Zhao Sheng



Richard Gu
Partner
Tel: +86 21 2891 1839
richard.gu@linklaterszs.com



Martin Zhou
Managing Associate
Tel: +86 21 2891 1835
martin.zhou@linklaterszs.com

Indonesia



Narendra Adiyasa
Partner
Tel: +62 21 2995 1583
narendra.adiyasa@linklaters.com



Yolanda Hutapea
Partner
Tel: +62 21 2995 1596
yolanda.hutapea@linklaters.com

Hong Kong



Joshua Li
Counsel
Tel: +852 2901 5226
joshua.li@linklaters.com



Abu Dhabi | Amsterdam | Antwerp | Bangkok | Beijing | Berlin | Brisbane* | Brussels | Cape Town*** | Dubai | Dublin
Düsseldorf | Frankfurt | Hamburg | Hanoi* | Ho Chi Minh City* | Hong Kong SAR | Jakarta** | Johannesburg***
Lisbon | London | Luxembourg | Madrid | Melbourne* | Milan | Munich | New York | Paris | Perth* | Port Moresby*
Riyadh | Rome | São Paulo | Seoul | Shanghai^Δ | Singapore | Stockholm | Sydney* | Tokyo | Washington, D.C.

* Office of integrated alliance partner Allens

** Office of formally associated firm Widyawan & Partners

*** Office of collaborative alliance partner Webber Wentzel

^Δ Linklaters Shanghai and Linklaters Zhao Sheng (joint operation office with Zhao Sheng Law Firm)

[linklaters.com](https://www.linklaters.com)

This content is intended merely to highlight issues and not to be comprehensive, nor to provide legal advice. Should you have any questions on issues reported here, please get in touch. © 2026 Linklaters. Linklaters LLP is a limited liability partnership registered in England and Wales with registered number OC326345. It is a law firm authorised and regulated by the Solicitors Regulation Authority. The term partner in relation to Linklaters LLP is used to refer to a member of the LLP or an employee or consultant of Linklaters LLP or any of its affiliated firms or entities with equivalent standing and qualifications. A list of the names of the members of Linklaters LLP and of the non-members who are designated as partners and their professional qualifications is open to inspection at its registered office, 20 Ropemaker Street, London, EC2Y 9AR, England or on www.linklaters.com and such persons are either solicitors or registered foreign lawyers. Please refer to www.linklaters.com/regulatory for important information on our regulatory position.