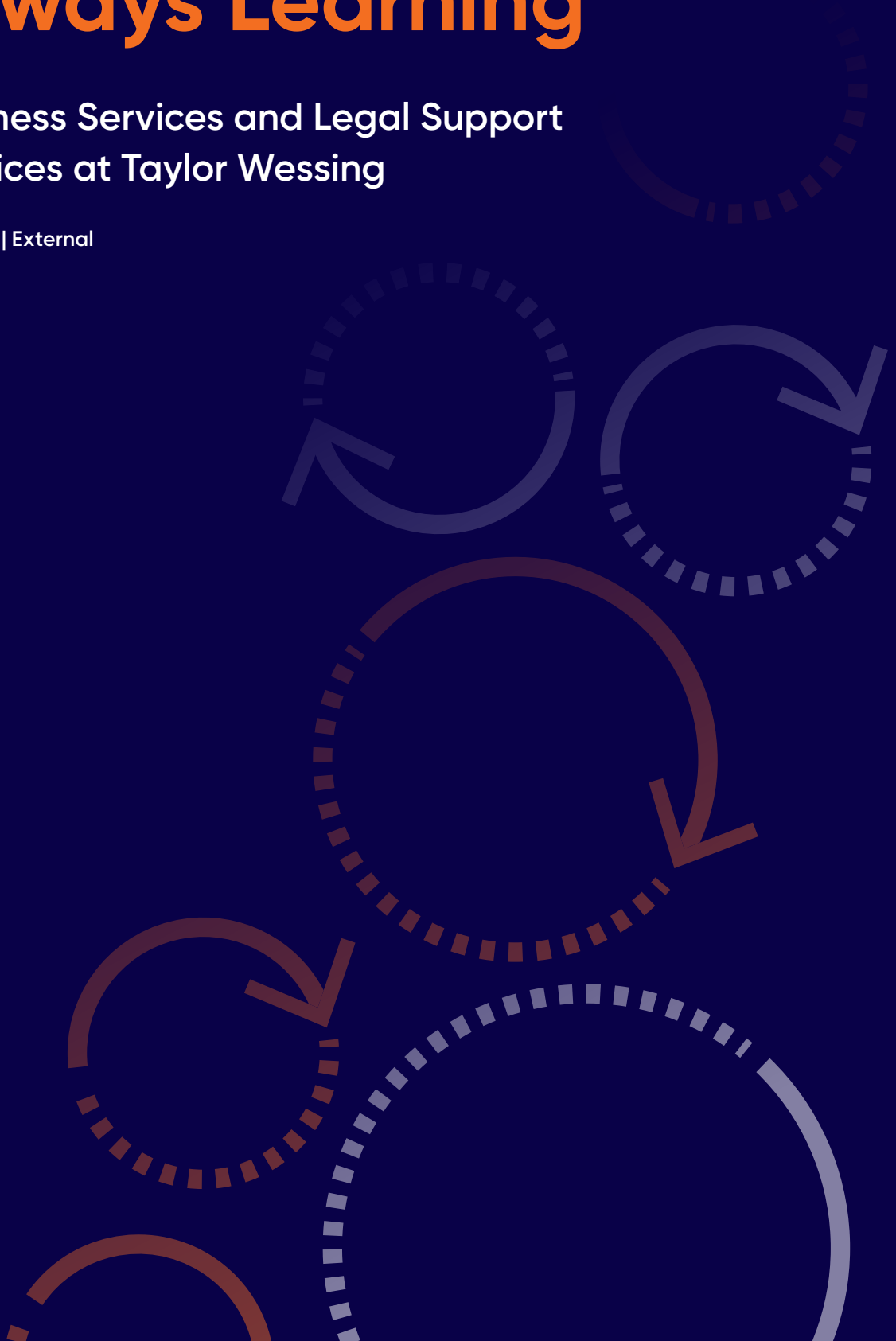


| Always Learning

Business Services and Legal Support
Services at Taylor Wessing

2025/26 | External



Contents

- 5 Introduction
- 7 Our mindset
- 8 Our approach
- 9 Digital learning
- 10 Excellence in Delivery
- 12 TW1-4 development
- 14 Leadership Development
- 16 Coaching programmes
- 17 Mentoring programmes
- 18 Integrated learning solutions
- 20 Our values

We're global

2,650+

people

27

offices

1,250+

lawyers

17

jurisdictions

350+

partners





Introduction



Tomorrow is changing. Do you have the skills to keep up? Do you want to be the architect of your career? Are you seeking a solid foundation of world-class skills and technical training? Do you want to be Always Learning? Then our development programmes are for you.

Let us guide you on your development journey, from your first day at the firm, to a time where you are thinking to your future. Ranging from workshops and events, to structured development programmes; we will arm you with the relevant tools to keep in your kitbag on this journey. You will grow your network, learn from a cohort of like-minded ambitious people, and enhance your capabilities, all to set you up for a great career at Taylor Wessing and beyond.



Robin Panrucker
Head of Talent Development
and Inclusion





Our mindset

Welcome to the Taylor Wessing Always Learning brochure! This resource provides an introduction to the various learning and development opportunities available to you, as you progress through the firm.

Development for all

Our development sessions have an entrepreneurial collaborative approach, supporting diverse thinking and learning, encouraging our talent to unlock their creative potential and flourish. We want to develop a firm of technically excellent, forward-thinking people who help our clients to thrive and prosper, while also ensuring our people are supported to maximise their potential.

Your opportunity

We expect you to take responsibility for your own development, putting you in the driving seat of your career. With this expectation comes support. We are committed to helping you develop and will always encourage you to push your boundaries to grow your professional capabilities.

In order to do this, you will have the opportunity to attend key development programmes, short skills sessions, and mentoring opportunities at each stage of your career; all encourage a growth mindset to help you develop your skill set outside of our structured learning sessions.

Inclusion, coaching and mentoring

We also support diversity and inclusion, which is a core factor in the design of our programmes. Ensuring we are inclusive in the content we deliver is fundamental, so we ensure that we collaborate with key members of each of our minority networks.

These networks include:

- the equaliTW (LGBTQ+) network
- the Balance in Business (Gender) network
- the Wellbeing network
- the Cultural Diversity network
- the Social Mobility network
- the Family Matters network.

By doing this, we are able to provide a variety of topics which support and enable everyone to excel both professionally, and personally.

In addition, we also offer coaching and mentoring programmes, where all individuals have access to mentors and coaches. Our people are able to request a mentor/coach from a certain practice area, professional background, or minority group; whatever they feel would be of most use, we aim to match them with the support that's the right fit for them.

For more information on anything included in this brochure, please speak with a member of the Recruitment team.

Our approach

The below diagram depicts the development opportunities available to you as a colleague working within Business Services or Legal Support Services at Taylor Wessing. The development programmes on offer are aimed at different populations within the firm, depending on their seniority. Development opportunities are widely varied: from programmes aimed at the assistant population up to director level. The content within each programme is tailored to your specific developmental needs, focussing on the core competencies required to succeed at your level. Additionally, different programmes are delivered in different ways. These include in-person learning, virtual learning, and a hybrid blend of the two.

Start



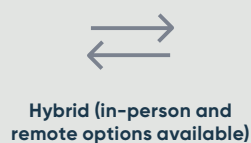
At Taylor Wessing, we pride ourselves on our ability to be responsive to market trends and internal training needs. Programme content is therefore subject to some change.

Always Learning – anywhere: We know the workplace is changing, and we are committed to supporting you and your development as we adapt to future ways of working. We have therefore ensured that you are provided with learning opportunities which fit around both in-office and at-home working.

Almost all of our sessions have been designed with a hybrid option available, ensuring everyone has the same learning experience and remains connected, no matter where they are.

Throughout this brochure, the key below demonstrates the learning format options available for each programme.

Key:



Digital learning

Much of what we learn comes from what we absorb in the flow of our day-to-day work. Our approach to learning supports this and we have curated a digital strategy which drives forward our approach to learning and integrates a blend of in person and digital, for the best experience. As part of our commitment to build a digital learning culture, our focus is on education, engagement and empowerment; we are passionate about increasing digital skills, knowledge and capability across the firm, and we continuously adapt and evolve our strategy to support this.

To support our Always Learning philosophy, we have developed our Always Learning Portal (ALP) which is our internal learning management system (LMS). Our ALP is a curated digital learning platform available to everyone, which includes numerous courses, eLearning and articles covering a range of topics.

We also partner with Bookboon, who provide additional resources such as eBooks and audio books, which can be downloaded and reviewed at anytime, anywhere, on any device.

So whether on the commute, during a quiet moment, or for objective setting inspiration, there are a host of topics available for you to dip into, at your discretion.

A selection of these include:

- leadership development
- personal productivity and wellbeing
- brand, impact and presentation skills
- navigating a hybrid working environment.

We also offer a range of IT training, support with project roll-out training, and also create supporting content. We are passionate about the potential of digital learning, and our digital learning specialists are on hand to help you explore your digital potential.

By attending our IT training participants will:

- grow their IT skills via our IT Proficiency Programme
- build key skills to successfully use Microsoft Office Suite programmes (Excel, Word, PowerPoint)
- acquire the skills needed to effectively operate our firm-specific programmes and software training.



Excellence in Delivery

The Excellence in Delivery programme is a strategic initiative aimed at enhancing the performance and impact of business services teams across the firm. It was developed in response to feedback from senior leadership and talent partners, who identified a need for clearer performance expectations, stronger goal-setting, and improved service delivery across business functions. The programme supports the firm's broader growth ambitions, including sector and geographic expansion, client development, and a commitment to responsible business practices.

This programme launched for business services colleagues in 2024 and introduced participants to the lifecycle of a legal matter, highlighting the critical role business services play at each stage—from client engagement and onboarding to delivery, billing, and review. The Excellence in Delivery programme emphasises the importance of collaboration, responsiveness, and operational excellence in maintaining client satisfaction and driving repeat business.

The programme also includes a series of department and practice area 'overview' sessions, running over the course of twelve months. These sessions comprise comprehensive introductions to every department in the firm, from both legal and business services, and are designed to keep business services colleagues informed and up-to-date with how their work impacts the wider firm.

By fostering a culture of continuous improvement and aligning business services with strategic goals, the programme aims to deliver consistent, high-quality support that contributes to the firm's strategy and long-term success. All programme content to-date can be accessed via the Excellence in Delivery intranet page.

The Excellence in Delivery programme content is closely aligned with that of both Accelerate and Leadership Academy, to ensure we are continually promoting consistent messaging to our business services populations within their respective bespoke development programmes.



TW1-4 development

Accelerate



When: Four modules a year

Duration: 90 minutes per session

Overview: Our Accelerate programme is aimed at our populations of Business Services and Legal Support Assistants, Advisors and Executives. The programme aims to build on participants' career foundations by providing tailored development on topics which are relevant to them and their careers.

Sessions consist of interactive learning workshops that focus on essential development areas such as technical proficiency and the delivery of excellence, in line with our firm values.

Accelerate sessions will take place in-person where possible, thereby also providing participants with an opportunity to develop through peer-to-peer learning.'

Key topics covered throughout the year include:

- Change management
- Giving and receiving effective feedback
- Developing personal brand
- Impactful communication
- Confidence and courage



//

I enjoyed the practical exercises that forced me to come out of my comfort zone and really reflect on my own skill set. It was a great way of meeting new people and learning new skills.

//

I really enjoyed the content, collaborating with others, and having the opportunity to work with colleagues I haven't had the chance to work with before.

Leadership Development

Aspiring Leaders Programme



When: Once or twice per year

Duration: Varying

Overview: Our Aspiring Leaders programme is aimed at individuals who do not currently occupy people management or supervisory roles, but have been identified as being on track for this in the next 1-2 years. Participants of this programme are nominated by their department heads and will have an existing interest in people management or supervision.

This programme aims to provide these individuals with an introduction to the key principles of successful leadership and empower them to begin exploring the theoretical side of this before having experience of practical management.

By the end of this programme, participants will:

- Have begun to develop an understanding of the key skills and competencies required to be an effective leader at Taylor Wessing
- Have thought about how they can develop these skills before they move into a management or supervisory position
- Feel more confident in their ability to step into one of these roles in the future

Leadership Foundations Programme



When: Once or twice per year

Duration: Varying

Overview: The Leadership Foundations Programme is aimed at people managers and supervisors who are relatively new to their roles, and have occupied one of these positions for less than 18 months.

This programme is designed to support participants during their transition into people management, and aims to directly build on the learning objectives of the Aspiring Leaders Programme. The Leadership Foundations Programme focuses on practical development of core leadership principles, and gives participants a safe space to practice these skills with one another. These may include:

- Leadership vision
- Effective communication
- Team empowerment
- Adaptability
- Trust and integrity



Leadership Academy Programme



When: 4 modules per year

Duration: Varying

Overview: The Leadership Academy Programme is for supervisors and people managers within Business Services and Legal Support Services. Content focuses on the latest thought leadership, coaching, career conversations and management development topics.

By the end of this programme, participants will:

- have a better understanding of the latest thought leadership on topics such as neuroscience, emotional intelligence, career conversations, effective coaching and leadership
- gain an increased knowledge of what it means to be an effective people manager at Taylor Wessing
- have the opportunity to engage with other people managers, creating a peer-to-peer community of like-minded managers and leaders across Business Service and Legal Support Services.

Senior Leadership Development



When: TBC

Duration:TBC

Overview: We are currently developing a bespoke leadership development programme specifically for our Heads of Business Services, which will be tailored specifically to their unique senior leadership role. More information will follow on this programme once its development is complete.

Coaching programmes

Amplify Coaching Programme



When: Throughout the year

Duration: Half-day events and group coaching sessions, over the course of six months

Overview: As awareness of intersectionality continues to grow, we want to bring people from different backgrounds together to benefit from their views, experiences, and raise awareness of issues that may make them feel excluded. In this programme we focus on strengths and opportunities without shying away from seeking solutions to barriers to progression and inclusion. Participation is by application only and is open to all who feel they would benefit from it, but with a particular focus on social mobility, sexual orientation and race and ethnicity.

This programme would help participants to:

- recognise the strengths, skills and qualities they have developed through their personal experiences
- identify and articulate the value they bring to the firm
- develop their personal network
- consider how to take credit and be recognised for their achievements
- develop a plan for their own development using the ASAP coaching model.

Additional coaching opportunities



When: As requested

Duration: One-hour coaching sessions (dependent on individual preference)

Overview: There are a number of opportunities in which we provide additional bespoke coaching to support people within the firm.

This can range from supporting junior or less experienced people who take on new managerial or supervisory roles to more experienced managers or leaders who take on additional senior leadership responsibilities.

While the majority of this bespoke coaching can be completed internally, we do occasionally work with external learning partners for more specific coaching requirements.

If you are interested in arranging some coaching, please speak with your manager and/or your Talent Development contact.

Mentoring programmes

The Inspire Mentoring Programme



When: As requested

Duration: Varied

Overview: Whether you're looking to build your network, improve your BD skills, or grow your confidence, the Inspire Mentoring Programme will provide you with the tools you need to maximise your potential. Once enrolled, you will be matched with a mentor who can help bring the best out of you in each of these areas and beyond. Mentoring has numerous potential benefits, all of which are magnified in our current remote environment where we have limited physical connection to our colleagues.

Some of the key benefits of mentoring include:

- expanding internal networks
- increased knowledge transfer from experienced people throughout the firm
- introduction to different perspectives and an opportunity to receive valuable expertise from someone sharing their own experiences, knowledge, skills, values and perspectives
- improved confidence through building self-awareness.

Reciprocal Mentoring



When: TBC

Duration: TBC

Overview: We are currently developing a new firm-wide mentoring programme focused on reciprocal mentoring. This comprises a two-way mentoring relationship where both participants mentor and learn from each other, rather than the traditional one-way mentoring model. This mentoring style, and this programme, will be built on mutual respect, shared learning and open dialogue. More information will follow on this programme once its development is complete.

Integrated learning solutions

As well as our official development programmes outlined earlier in this brochure, we also offer various additional learning solutions, outlined below, which you will find integrated within many of the core programmes which you attend. These are delivered by Taylor Wessing staff who have achieved formal accreditation in each of these respective courses, and the learning outcomes which they offer will supplement those offered by other areas of programme content.

Lumina Spark

Overview: Lumina Spark is a psychometric assessment tool which reveals your whole personality, providing a unique portrait of who you really are inside and outside of your working environment. The Lumina Spark workshop lasts approximately two hours, and aims to increase self-awareness and reveal hidden potential whilst exploring mechanisms for coping better under pressure. During these sessions, you will discover practical solutions and activities for improved communication, teamwork and collaboration.

LEGO® Serious Play®

Overview: The LEGO® Serious Play® method (LSP) is a facilitated thinking, communication and problem-solving technique for use with organisations, teams and individuals. It draws on extensive research from the fields of business, organisational development, psychology and learning, and is based on the concept of 'hand knowledge'. LSP sessions will provide an engaging, hands-on environment in which the activities target the development of skills such as storytelling, public speaking, strategy development and collaboration, among others.

FranklinCovey

Overview: FranklinCovey specialise in performance improvement. Their learning courses help organisations and individuals achieve results that require a change in human behaviour. FranklinCovey's expertise lies in seven main areas: leadership, execution, productivity, trust, sales performance, client loyalty, and education. At Taylor Wessing, we are currently focusing on three core FranklinCovey modules: 7 Habits of Highly Effective People (foundation level), 6 Critical Practices for Leading a Team (new-to-role supervisors and managers), and 4 Essential Roles of Leadership (senior leaders).





Our values

Our values are at the heart of everything we do. They define who we are and guide our actions and behaviour, not just for our clients but for our communities.

Excellence

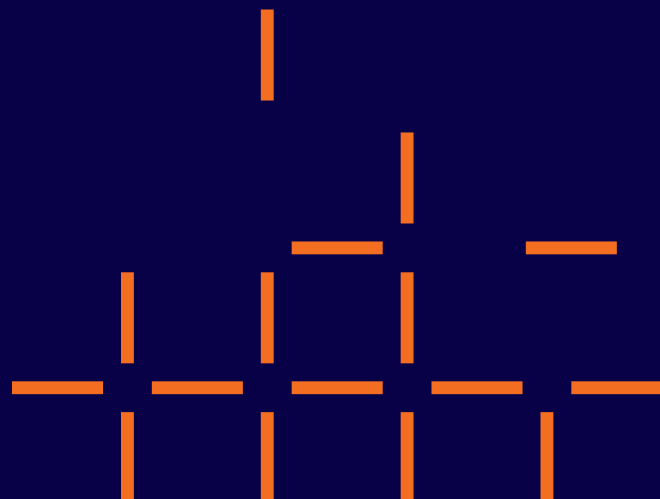
Excellence is everything; we never compromise on it or settle for less. We set high expectations of our people around commercial decision making and client service, which enables us to invest in their future. This makes us an exceptional firm to work for and with.

Creative

We challenge ourselves to find the best solutions to legal and business issues. We're self-starters, are always questioning, innovating and learning. Our curiosity, passion and insight drive us to find new ideas and inspire others to achieve them.

Team

We're not just colleagues, we're a community. We empower others and work together to achieve our shared goals for the long-term success of our business. We recognise each other's achievements. We support and motivate.



Responsible

We have a positive, uplifting impact on our clients, our sectors, our society and our environment. We think and act sustainably.

Integrity

We believe in doing the right thing and take pride in the work we produce. We are open and honest, building trusting relationships with clients and colleagues by doing what we say.

Respect

We embrace individuality; we understand it and appreciate it. We bring diverse teams together to create an impact in an inclusive and meaningful way.

Thank you

**Please contact us
with any questions at:**

talentdevelopment@taylorwessing.com



2650+ people
1250+ lawyers
350+ partners
27 offices
17 jurisdictions

Argentina	Buenos Aires	Italy**	Milan Rome
Austria	Vienna	Mexico*	Mexico City
Belgium	Brussels	Netherlands	Amsterdam Eindhoven
Brazil*	Belo Horizonte Brasília Rio de Janeiro São Paulo	Nicaragua*	Managua
Chile*	Santiago de Chile	Panama*	Panama City
China	Beijing Hong Kong Shanghai	Peru*	Lima
Colombia*	Bogotá Bogotá, main office	Poland	Warsaw
Costa Rica*	Guanacaste San José	Portugal*	Braga Lisbon Porto
Czech Republic	Brno Prague	Puerto Rico*	San Juan
Dominican Republic*	Santo Domingo	Slovakia	Bratislava
Ecuador*	Cuenca Guayaquil Manta Quito	South Korea***	Seoul
El Salvador*	San Salvador	Spain*	Barcelona Canary Islands Madrid Pamplona Seville Valencia Vitoria Zaragoza
France	Paris	UAE	Dubai
Germany	Berlin Düsseldorf Frankfurt Hamburg Munich	Ukraine	Kyiv
Guatemala*	Guatemala	United Kingdom	Cambridge Liverpool London
Honduras*	San Pedro Sula Tegucigalpa	Uruguay*	Uruguay
Hungary	Budapest	USA	New York San Francisco
Ireland	Dublin		

Powered by our strategic alliances: with: *ECIJA and **Orsingher Ortu. ***In association with DR & AJU LLC

© Taylor Wessing LLP 2025 | 2412-005270-1

Taylor Wessing statistics published are correct as of 1 April 2025.

This publication is not intended to constitute legal advice. Taylor Wessing entities operate under one brand but are legally distinct, either being or affiliated to a member of Taylor Wessing Verein. Taylor Wessing Verein does not itself provide legal or other services. Further information can be found on our regulatory page at:

taylorwessing.com

TaylorWessing