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ALEX NOVARESE
Editor-in-chief
LEGAL BUSINESS

Welcome to Legal Business’ second annual GC Power List, which follows up on our successful launch last year. While we already knew we wanted the Power List to be an ongoing strand for Legal Business and its sister title The In-House Lawyer, reflecting the growing clout of in-house lawyers, attentive readers will note a shift in format from 2013. Since we didn’t feel the most influential senior general counsel (GC) would materially change in the space of 12 months, we decided it would be more worthwhile to this year focus on the rising stars of in-house legal.

The aim is to highlight those standout performers coming into their own at major companies, typically but not exclusively during their 30s – the GCs of tomorrow if you like. Given the relatively flat nature of the career structure below group GC level and the increasing breadth of the UK in-house profession, identifying and then narrowing down the floor to 100 was obviously going to prove more challenging than highlighting a group of GCs who had already climbed to the top of their ladders.

Our research, which was led by news editor Caroline Hill and reporters Francesca Fanshawe and Sarah Downey, went through several stages, beginning with the online collection of hundreds of individual nominations before we moved to directly canvassing senior figures in the profession. Inevitably, pulling together such a list is not an exact science once you go beyond the easy-to-identify standout chief legal officers at major companies, but the breadth of nominations and weeks of research among our established contact base means we feel we’ve made a very credible start on which to build in future.

To widen the scope of the project, we have also built on the core Power List itself to solicit commentary on the changing demands made of up-and-coming in-house counsel and to provide analysis of how the career outlook and opportunities of working with major corporates are evolving. To keep continuity with last year’s report and the 100 senior GCs we highlighted in 2013, this group was again canvassed for their input on the best mid-level talent on offer and how they as GCs are looking to develop more of this breed.

We hope the result is a worthwhile read and underlines our ongoing commitment at Legal Business to improve our engagement and relevance to the in-house community. The Power List will return in 2015, but we’ll keep updating the research to keep it fresh for our readers.

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IBC INDEX
Twelve months ago, when *Legal Business*’s inaugural GC Power List landed, the global economic outlook was still decidedly bleak. Talk of a double-dip recession had started to feel like blind optimism, with global manufacturing output at its lowest level since 2009, unemployment in the eurozone at epidemic proportions and signs that the Chinese economic engine was beginning to falter.

A year on and there’s cause for cautious optimism, in the UK at least, with joblessness falling and it seems more reason for economists to be bullish about the strength of the recovery than for half a decade.

I’m not so sure.

I see the dust still settling and, until it does, I don’t think anyone can accurately predict what the economic landscape is likely to resemble. I’m all for stepping onto the ice, but it’s as well for us all to tread carefully as it may well be thinner than we think.

What is certain, though, is that the prolonged period of economic turmoil and uncertainty caused by the financial crisis has already led to a fundamental shift in the way we in the legal profession do business.

As I wrote in last year’s Power List report, since 2008 in-house lawyers have been forced to adapt fast, learn new disciplines and take on additional responsibilities, or risk becoming at best an afterthought in the minds of the C-suite they report to. The smarter and more agile law firms have changed their operating models, too, emerging as leaner, more commercial and better evolved to support their clients’ changing needs.

And that’s as true now as it was 12 months ago – arguably even more so for the next generation looking to climb the rungs of the in-house ladder.

What I’ve learned from the time I’ve spent with clients is that, for many aspiring GCs, the goal is to carve out a role beyond being a one-dimensional legal expert to becoming a key strategic adviser to the board, positioning themselves as essential to the future success of the business.

So, with the benefit of looking from the outside in, how do the in-house leaders of the future gain this influence they crave?

For me, it all comes down to earning trust. And to earn that trust in-house lawyers need to be able to demonstrate value. Yes, you have to be a first class lawyer, but that’s no longer enough. Today, it’s more about how you can show the board that what you do makes a material difference to the commercial success of the business.

We, in private practice, have a role to play here. It’s now ever more important for external legal advisers to grasp the commercial drivers that impact on every area of their clients’ operations so that advice is delivered within a business context and communicated in a way that makes sense not just to in-house lawyers but to their colleagues and the board members they report to. Not only that, but it should also be part and parcel of the service we offer to share the commercial lessons we glean through the experience of working with clients in a range of different sectors.

Top class communication skills and the ability to build strong relationships are as important internally as externally, particularly for those with ambitions on advancement. But it’s not simply about building relationships – it’s about building the right relationships, over time. Those GCs who enjoy the greatest levels of influence in their organisations tend to be those who understand the complex dynamics at play between the senior people they work with.

If you can work these relationships, and ensure you’re in the right place at the right time when the key decisions are made, it won’t be long before you’re working in partnership with your board and part of that decision-making process at a strategic level.

But it doesn’t end there. As the legal function grows in importance and gains prominence, in some of the larger organisations the requirement for senior in-house lawyers to have a deep and broad management skillset to nurture and develop a wider pool of talent is ever increasing.

More often than not, though, the internal resources aren’t there, so it’s incumbent on external advisers to offer their clients that support. I know from talking to GCs week in, week out, that there’s a real appetite for this kind of learning – law firms need to make sure they have the people, systems and processes in place to meet that demand.

In the wake of the shake-down of the global economy comes a requirement for the in-house lawyers of today and tomorrow to be much more fully-rounded business people than was traditionally the case.

This impressive list of rising stars of the in-house world shows that this new breed is already emerging, and building the skills needed to take their place at the top table.
We are proud to support the recognition of rising stars from the in-house legal community. Through a number of programmes and sponsorships, PwC invests time and resources on the development of leaders of the future, and our association with this award and reception fits with this perfectly.

To stay effective in today’s business environment, we recognise that leaders, including in-house counsel, need to combine their technical skills with innovation, a wide network of relationships and a vision for how their function can help to achieve the overall business strategy. This commercial, business and strategic thinking fits with the commercial work and culture of PwC, and we are committed to fostering ways in which we can help individuals throughout their careers to achieve these attributes.

The rising stars of any in-house counsel will be those who are helping to guide their companies through complex and varied issues, such as the impact of regulation and the speed at which negative business issues are spread, and giving advice to their boards on present and future risks – achievements that could see them become future general counsel.

‘Through my career I’ve had the privilege of working with in-house counsel as they’ve risen through organisations and they are part of almost every project that my team are involved with. I’m pleased the next generation of in-house counsel are being recognised for their achievements,’ says Andrew Gordon, Forensic Services UK Leader.

ABOUT PwC AND OUR FORENSIC SERVICES PRACTICE
Our forensic services team regularly works with in-house counsel supporting them to address their most complex business issues, from running investigations, responding to regulatory demands, and carrying out independent reviews and litigation. We also help organisations meet the challenge of cyber threats, address risks associated with business ethics and integrity, and help with the resolution of complex projects that are in crisis or distress. We understand the industries our clients work in and the unique business challenges that brings, and our firm’s global network of forensic practitioners means that we can bring the right skills and expertise to help them tackle risks, crisis or business interruption anywhere around the world. PwC UK helps organisations and individuals create the value they’re looking for. We’re a member of the PwC network of firms, covering 158 countries, with more than 180,000 people. We’re committed to delivering quality in assurance, tax and advisory services.

ALACO
Alaco is a leading business intelligence firm with a long pedigree. We provide intelligence to an international client base of corporations and their legal advisers, working to briefs that range from litigation support to integrity due diligence.

We work all over the world, in both established and frontier markets, and sometimes much closer to home. In dispute resolution cases we find critical, admissible evidence; we identify sources who can shed light on key issues; and we provide the necessary background and context to help shape legal strategy. We have decades of experience in asset tracing, where our global reach and knowledge of offshore structures is crucial.

Clients also come to us when considering a new business relationship with an unfamiliar third party, or in a situation or part of the world where there is the potential for some kind of risk – be it reputational, political or regulatory. Whatever the brief, we apply our judgement and experience to gather information, make sense of it and deliver it with clarity.

Our team members, which include some of the most experienced practitioners in our industry, have backgrounds in law, finance, research and diplomacy. Each brings their own experience and their own network of sources to the firm. Our case managers speak Russian, Arabic, Mandarin, Spanish, Portuguese, French, German, Polish, Hebrew, Serbo-Croat and Greek. Uniting them is a common set of skills – attention to detail, the ability to master a brief and a dogged curiosity to find that crucial piece of information on which a case may turn or a decision be made.
when Gardiner was promoted to GC in 2011 senior solicitor at Vertex Data Science in 2006.

Dickinson in 1998, Hannon moved to Eversheds Utilities, reporting directly to general counsel and although still in his thirties, Hannon heads the United Utilities brand runs his company. The United Utilities brand runs through his veins – and he works tirelessly to ensure that he provides the business with the best possible service. Similarly, he takes the time to look after his team – even down to helping them in buying their own properties.

James Renwick
Senior Counsel, Global Treasury

Hard-working, intelligent and pragmatic – Renwick received multiple recommendations and was heavily involved in BP’s recent £17.1bn sale of its 50% stake in TNK-BP to Rosneft. Rosneft in return for cash and shares.

Hisbert Smith-trained, Renwick joined BP as legal adviser in 2008 and was promoted to senior counsel in the global treasury team in October 2013. BP’s treasury team moves around $1trn every year, acting as the company’s in-house global bank.

Among the many comments received in support of his inclusion, one says: ‘James focuses on what’s important rather than taking an overly legalistic approach – he thinks about his client and what the client wants, rather than just forcing up potential legal impediments. And he’s a decent and humane individual with all that.’

Another adds: ‘Measured, commercial and extremely clever. He can manage a huge workload and his intellect is such that he can cover a wide range of areas almost effortlessly.’

Vicky Corley
Senior Legal Counsel, Energy

Seven-year qualified Corley has a private practice background, having sharpened her skills at McGrigors but since joining Ithaca in March 2011 has immersed herself in the business of the company, from complex joint ventures to offshore development contractual arrangements.

She has played an integral role in a series of M&A deals, including Ithaca’s £200m-plus multijurisdictional acquisition of Valiant Petroleum in April 2013, in acquisition of Cook Energy in October 2012, and of Challenger Minerals (North Sea) in October 2011, as well as overseeing the legal aspects of the finance arrangements for a number of other deals.

One partner at a top-20 UK law firm says of Corley, who graduated with a law degree from Aberdeen University in 2005, ‘She applies her formidable technical legal ability to develop real-life pragmatic solutions.’

They add: ‘Vicky’s dedication to advancing the business of the company is incredible. She is tenacious and commercially oriented. She eats, sleeps and breathes Ithaca.’

Lilia Alexander
Senior Legal Counsel, GE Oil & Gas Subsea Systems

Alexander provides legal support and advice to the global GE Oil & Gas Subsea Systems business across all aspects of its operations, particularly in energy procurement and construction (EPC) projects.

Having worked as a barrister and lawyer in Australia, Alexander worked as an associate to the Supreme Court judge, Justice Finn. Her move to Australian firm Johnson Winter & Slattery first introduced her to energy law. She then moved to its natural gas team, Thompson Playford, where she was made up to partner and juggles a practice in energy (oil, gas and renewables) with a side interest in tax law ‘for fun’. At the end of 2005, she was approached by Nasdaq-listed Verta Wind Systems, the largest wind turbine manufacturer and share solutions provider in the world, and became its first GC and head of legal in its structure. Initially based in the Pacific region. Soon after, Alexander’s role was expanded to include responsibility for emerging markets, including in Africa and Asia. In 2008 she was asked to move to the company’s headquarters in Denmark, with a view to running the company’s global contracting team and rolling it out to the business worldwide. She then worked for five years as a general counsel and head of legal and risk in Vertas’ group treasury, with responsibility for legal support and risk management pertaining to the company’s M&A activities worldwide, the review of all key projects and transactions, as well as numerous strategic initiatives to return the company out of the global financial crisis on the company and its clients at the time. In that role, she advised on and negotiated transatlantic documentation for more than £3.2bn of financing in debt, equity and capital markets. In her role in GE Oil & Gas, Alex Alexander’s expertise allowed to provide support to the subsea business across the board, with particular focus on excellence in EPC project execution. One market commentator says: ‘She is quite simply a very impressive lady. She has total control of all her matters. She is charming, articulate, and she knows exactly how to get you to do the thing that she pretty wants.”
NICHOLAS TREVELYAN
SENIOR LEGAL COUNSEL

Admitted as a solicitor in the UK in 2007, Trevelyan is senior legal counsel at multination oil and gas company E.On, which has 70,000 staff across 90 countries.

Trevelyan has been heavily involved in E.On’s Kashesgan oil project, which has seen one of the largest oil fields discovered in the last 40 years give rise to one of the most complex industrial projects worldwide.

Last year the first oil from the field, based in the North Caspian Sea, was produced, and one supporter of Trevelyan said of his contribution: ‘His work on the Kashesgan oil project has been excellent,’ adding: ‘He is super-intelligent, personable and down to earth.’

EDITH KYEGOMBE
ASSOCIATE GENERAL COUNSEL

Kyegombe has been an antitrust lawyer at Shell for over 20 years. He is now Shell’s associate general counsel for Shell International.

Kyegombe was described by one partner at a top-ten UK and international firm as super-intelligent, personable and down to earth. The former Baker & McKenzie lawyer is well known for his hard work and quiet efficiency, combined with a personable and friendly demeanour that encourages clients and colleagues to rely on her for advice and support. She is also known to be excellently hard working and very responsive, with an ability to undertake a heavy workload quickly and efficiently.

MIA NAWAZ
SENIOR LEGAL COUNSEL

More formally known as Mekhalah, Nawaz has been employed by Sellafield since 2007 and is responsible for employment issues for Sellafield.

Nawaz is described in the document as ‘tenacious, articulate and with a great ability to work with the business’ and ‘an excellent commercial lawyer who has consistently delivered remarkable results’.

Collaboration and external lawyers note her strong organisational skills and quiet efficiency, combined with a personable and friendly demeanour that encourages clients and colleagues to rely on her for advice and support. She is also known to be excellently hard working and very responsive, with an ability to undertake a heavy workload quickly and efficiently.

BEN PETERS
SENIOR LEGAL COUNSEL, COMPETITION AND COMPLIANCE

Not all the top in-house lawyers are those negotiating the big deals and/or managing the big-ticket litigation – the compliance and corporate specialists play an increasingly important and high-profile role. Peters is one such transactional partner at a leading US firm of the work handled by Peters at De Beers.

Sara Melehah, ‘Angla American’, explained: ‘Ben is not only a first-rate lawyer, he is practical and focused. One supporter of Peters said of his teamwork: ‘Ben sees the big picture and is forward-thinking, unselfish and professional.’

FINDLAY ANDERSON
ASSOCIATE GENERAL COUNSEL

Anderson graduated from Aberdeen University in 1999 and before joining GE worked on a variety of private practice and in-house positions, including four years in DLA Piper’s London projects team and as a Montenegro partner between 2006 and 2010, advising on upstream and downstream issues across the oil and gas industry.

He joined GE as associate general counsel in November 2011, advising and supporting the business on all aspects of the company’s operations in over 40 countries.

One senior staffer at GE comments: ‘Findlay is a joy to work with – he is very competent. He joined the company in the last couple of years and he’s well liked in the oil and gas – a very proactive team player, and a good guy.’

SIMONE TUDOR
SENIOR LEGAL ADVISOR

Tudor is head of legal for energy business services leader Cofely, an arm of GDF Suez, which she joined from Wragge & Co in 2010. Since arriving, she has led on significant deals including its 2011 acquisition of Babcock Babcock Workplaces, in which she dealt with all the legal completion requirements and the integration of the two businesses, a key strategic acquisition for Babcock Business Services. The deal elevated Cofely to a company of 15,000 staff with annual revenues of £3bn.

Cofely’s external counsel partner at a top-50 firm says: ‘She epitomises being a commercial business lawyer. She has been responsible for significant pan-European outsourcing deals where she has worked with companies across Europe.’

JOSE-ANTONIO COFRE
SENIOR LEGAL COUNSEL AND HEAD OF OIL & GAS LEGAL TEAM

A specialist in carbon emissions trading, Cobre was promoted in November 2013 from senior legal counsel in Gazprom Marketing & Trading to head up its derivatives legal team.

Cofre, who is admitted to practice in England and Wales, New Zealand and Australia, is regarded as a versatile lawyer, specialising in energy transactions, environmental law and regulation, carbon finance and environmental markets, emissions trading and trade finance.

One observer comments: ‘Although he did not have prior experience in disputes, Joe was able to grasp the complexities and peculiarities of the arbitral process at an incredible speed. He has been instrumental in providing timely and comprehensive instructions on various issues arising during the arbitral process and has contributed to the development of the case strategy.’
**HYGIENE, HEALTHCARE AND LIFE SCIENCES**

**PENNY DUDLEY**

**GENERAL COUNSEL, UK AND IRELAND, BUPA GLOBAL**

Described by one well-established GC as ‘the youngest, most complete in-house lawyer I’ve come across’, Dudley across Bupa’s business to succeed but stays within its risk appetite.

Bupa Global has customers in 190 countries, some of which are highly regulated jurisdictions. Dudley is on the executive board of the business and external advisers on the business completely trusts her.

**CATHERINE STROMDALE**

**GENERAL AND EUROPEAN CATEGORY COUNSEL, HAIR AND BEAUTY**

Formerly legal counsel for UK and Ireland, Stromdale was promoted in December to her current role where she has a wide commercial remit covering anything from antitrust to intellectual property to general contractual issues with suppliers and customers.

Qualifi ed in 2005, Stromdale had her first experience of Unlawful while on secondment from Wragge & Co in 2009 before joining permanently in March 2010. A very strong performer, Stromdale’s real strength is her managerial skills. She has an innate ability to get to the heart of the issue for the client and manage the process so that the client feels completely comfortable,” says one head of antitrust and competition at a leading US law firm.

‘She sees the issues clearly and knows who to get to take care of them, she’s able to make decisions very quickly and there’s no faffing. She has absolute credibility and integrity and the business completely trusts her.’

**BERNADETTE MURPHY**

**GENERAL COUNSEL, ON HEALTHCARE**

Murphy has shown outstanding ability and judgement in BMI’s engagement with the UK competition authorities. She has fronted BMI’s representation in two mergers and has performed as a superb interface between the business and external advisers on the market investigation.

One antitrust counsel at a top 50 US law firm says a career highlight is ‘undoubtedly Bernadette’s critical role in obtaining BMI’s ground-breaking win against the Competition Commission in the Competition Appeal Tribunal in October 2011’.

**JAMIE PEARSON**

**LEGAL COUNSEL, SHIRE**

Having joined Shire in October 2009, Pearson previously worked at Shearman & Sterling’s offices in London and New York.

At the time of going to press, Pearson was working on Shire’s planned £4.2bn acquisition of US rival ViroPharma, which was announced in November 2013 and will require antitrust approval in the US and UK.

**NOVARTIS PHARMA**

**SENIOR PATENT COUNSEL, ONCOLOGY**

Described as ‘exceptionally bright, pragmatic, friendly and approachable with a commercial and practical approach’, former Freshfields Bruckhaus lawyer Nettleton is also said by one observer to ‘effectively juggle work commitments and home life, with two children under the age of six’.

**NEIL LAVENTURE**

**LEGAL OPERATIONS, CONSUMER HEALTHCARE**

Laventure ran the £1.35bn sale of Ribena and Lucozade for Roche. Leading an in-house team that included in-house counsel Katie Turney and Antony Boyce, Laventure worked closely alongside a high-level Allen & Overy team led by Ed Barnett and Andrew Ballheimer. Laventure is also said by one head of antitrust and competition at a leading US law firm to ‘effectively juggle work commitments and home life, with two children under the age of six’.

**TANATHA MOSSMAN**

**PRODUCT AND COMMERCIAL COUNSEL, ROCHE PRODUCTS**

Mossman is a relative newcomer to the in-house legal field, having joined Roche in April 2013. The general corporate commercial solicitor had limited experience of Unilever while on secondment of six’.

**TABATHA MOSSMAN**

**GENERAL COUNSEL, ON HEALTHCARE**

Mossman has been described as ‘very smart, clear thinking, commercial and personable’, and ‘a very strong negotiator’. Stromdale’s real strength is her managerial skills. She has a passion for talent management and bringing on other young lawyers. As well as being unsurprisingly bright, Dudley is extremely personable and the GC adds: ‘She is able to articulate legal issues in a way that the business understands and she has enormous stature for her years.’

**JAMIE PEARSON**

**LEGAL COUNSEL, SHIRE**

Linklaters-trained Pearson is described by one supporter from a leading US law firm as ‘a seasoned competition lawyer with impressive analytical skills and a very astute commercial mind. He is also extremely nice to work with, very clear in his instructions and a considerate team leader’.

Having joined Shire in October 2009, Pearson previously worked at Shearman & Sterling’s offices in Europe and the US as a competition lawyer for five years.

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Nettonio’s critical role in obtaining BMI’s ground-breaking win against the Competition Commission in the Competition Appeal Tribunal in October 2011’.

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**Charlotte Heiss**

**HEAD OF GROUP LEGAL, GROUP CORPORATE CENTRE**

Slaughter and May-trained Heiss joined RSA as legal counsel in February 2010 and was rapidly promoted to her current position of head of group legal in October 2011.

Linklaters-trained Heiss has become a trusted adviser to various business departments within the Aviva group, such as the M&A strategy team. He has played a significant role in a number of highly contentious matters, as well as insurance-critical strategic deals, such as Aviva’s £2.3bn (€2.7bn) high profile sale of its UK business to Athene Holding in October 2013. Heiss was also involved in the sale of Aviva’sizzie rescue business B&G. to private equity group Carlyle for £6bn and is perceived internally to have provided invaluable support on technical corporate matters within the group.

One insider says: ‘Neil is good at helping complex situations to simple choices, so it’s about being able to stand back when there’s a morass of information and lots of difficult issues in front of you, and be able to summarise that down into some very simple decisions that have to be made.’

He has terrific insight, judgement and dedication, he’s very measured in knowing which issues to care about and which issues to let roll on, and very creative.’

Kelly joined Towergate Insurance as group legal counsel in November 2010, having started her career at DAC Beachcroft before working in-house at a number of companies in the City, including Aon Claims Solutions and Lockton.

A commercial litigator with experience in all areas of insurance law, commercial law and regulation, Kelly’s most recent career highlights include managing a case up to the Court of Appeal in 2012 (Halstead v Athene Holding in October 2013). She has been selected for RSA’s internal talent management programme and is very much a core member of the group corporate centre.

Kelly is regularly involved in commercial operations, projects and general risk management and has a notable ability to take robust decisions on the basis of relevant legal principles, as well as managing sometimes competing commercial imperatives. She is praised for a ‘phenomenal’ work rate and the ability to provide support both at a high strategic level as well as undertaking practical and logistical tasks, such as putting together business papers and presentations.

Other notable career achievements include successfully handling a sensitive internal regulatory issue and advising the Towergate board on a range of high level matters.

‘In short, Kelly is a highly commercial litigator with good legal knowledge and an unusually honed ability to inspire confidence in those working with her and for her.’

Mora, who is so highly regarded at Legal & General that her presence is required at any of its significant commercial business discussions, often before any other lawyers have become involved in the process.

One insider says: ‘If we are doing something on the commercial side, Natasha is the first name on the termsheet next to the CEO. It’s not a legal matter and it is being discussed purely business to business, and there are no other lawyers requested to be present, but she is down as the second-most necessary person at the meeting.’

Mora runs the commercial team and looks after Legal & General’s governance and company secretarial function, providing invaluable support on technical corporate matters within the group.

One insider comments: ‘She is like a machine in her ability to deal with stuff – not just legal work, but general stuff. She is utterly reliable, hardworking, responsive and good at time-keeping. She never accepts things at their face value and will always question.’

*Charlotte Heiss, RSA*

*Madeleine Kelly, Towergate Insurance*

*Neil Harrison, CoE*

*Natasha Mora, Legal & General*

*Phillip Hamer, QBE*

*Charlotte Heiss*

!*Charlotte Heiss*

*Madeleine Kelly*

*Madeleine Kelly*

*Neil Harrison*

*Natasha Mora*

*Natasha Mora*

*Phillip Hamer*
KIM BROMLEY  
GROUP LEGAL COUNSEL  
PRUDENTIAL

Another entry from insurance giant Prudential, Bromley is one of the youngest of the Rising Stars. Having qualified as a corporate insurance associate with legacy Norton Rose, she went on secondment to RSA and, according to one insider at Prudential, ‘worked very hard to develop and learn the insurance sector’.

In 2008, Bromley joined RSA’s legal counsel group corporate centre, eventually working for former Norton Rose insurance partner Derek Walsh, who joined RSA as group general counsel in 2010.

While at RSA, Bromley spent time as the sole counsel in its Irish business and working in the group regulatory risk and compliance team before joining Prudential in 2012. One insider at Prudential says: ‘Derek was very impressed and very sad to lose her.’

Since moving in-house, Bromley has broadened her corporate and commercial experience, advising on corporate governance matters, various listing rules matters, distribution agreements, M&A, large commercial contracts, corporate restructurings, global reinsurance programmes, Solvency II, data protection matters and TUPE issues.

At Prudential she has been heavily involved in the insurer’s December 2013 acquisition of a majority stake in Ghana’s Express Life Insurance Company, marking its entry into the African life insurance market.

One senior lawyer at Prudential comments: ‘Right from the start the business has looked to Kim for advice and counsel.’

NICHOLA DAVIS-PIPE  
HEAD OF LEGAL, CLAIMS, DISPUTE RESOLUTION AND RISK  
DIRECT LINE

Davis-Pipe joined Direct Line in June 2008 and has worked her way up the ranks from legal counsel, to litigation counsel in October 2012, followed by a promotion in October 2013 to her current position.

With Direct Line in the process of extracting itself from The Royal Bank of Scotland Group following its float in 2012, Davis-Pipe has worked relentlessly and in challenging circumstances to cover her huge portfolio of claims, dispute resolution and risk, as well as manage a number of other key projects.

Instrumental in helping Direct Line set up its own legal arm, she is described as ‘a very impressive individual’.

An IP partner at a leading City firm adds: ‘She’s an absolute pleasure to work with. She has a really nice style. She’s involved when she has to be and she manages her team and her external advisers really well.’

TOM CLARKSON  
IN-HOUSE SOLICITOR  
PRUDENTIAL

Before joining Prudential in May 2012, Clarkson had been offered partnership at Herbert Smith, where he worked under leading financial services regulatory partner Martyn Hopper, who is now at Linklaters.

Clarkson, who was admitted as a solicitor in 2002, has made a huge impact on the regulatory side of Prudential’s business, enabling the group to provide head office with excellent sector-specific knowledge.

Working closely with compliance, one insider says: ‘He has given excellent advice to the board and the business as a whole.’

ALEXANDRA MOON  
EMERGING MARKETS GENERAL COUNSEL  
RSA

Having trained at Allen & Overy, Moon was a corporate associate with the Magic Circle firm until 2004, when she moved to Travers Smith, working on M&A, general corporate and private equity transactions, until she joined RSA in 2007.

Moon started out at RSA as legal counsel but has quickly moved up the ranks, becoming legal, risk and compliance director for Central and Eastern Europe in 2010, before being promoted in June 2011 to general counsel for the emerging markets division, leading a team of over 60 legal and compliance staff across 21 countries in Latin America, Central and Eastern Europe, the Middle East and Asia.

According to one private practice lawyer Moon ‘is very clear in her instructions and matter-of-fact, so she is very easy to work with, and gets to the nub of the issue and moves forward.’
HURON LEGAL

Huron Legal provides advisory and business services to assist legal departments and law firms to enhance organisational effectiveness and reduce legal spend. Huron advises on and implements strategy, organisational design and development, outside counsel management, operational efficiency and discovery solutions, and provides services relating to the management of matters, contracts, documents, records, digital evidence and e-discovery.

LEGAL DEPARTMENT MANAGEMENT
Assisting more than 400 general counsel at some of the world’s largest companies, our team has the expertise to enhance organisational effectiveness and reduce legal spend. Huron understands the pressures and increasing enterprise implications of decisions brought to bear on the office of the general counsel. We incorporate cost control techniques that consider short and long-term needs, as well as quality of work, and deliver sustainable results.

DISCOVERY
Huron’s strategic advice and resources help organisations manage discovery challenges. We ease organisations’ burdens associated with discovery by helping to reduce litigation costs while giving the legal team a distinct competitive advantage in each matter.

We provide services that address every phase of e-discovery – collection through production – and experienced project managers to oversee all of these activities. With a dedicated data analytics centre and nine document review facilities located in the United States, Europe and India, and capacity in excess of 1,500 review professionals, our team has the ability to scale quickly to handle any project in a timely, cost-effective manner.

TECHNOLOGY IMPLEMENTATION
Every organisation has specific, complex technology needs. Huron’s solutions are flexible and delivered with transparency, on time and on budget. Our team has the unmatched experience necessary to deliver accelerated and successful technology implementations. We work with the legal departments and law firms to perform a technology assessment and assist the organisation to develop a strategic technology plan. Our comprehensive approach takes into account the core building blocks of an implementation: feature prioritisation and design, configuration, data migration and testing, and training and go-live.

RECORDS AND INFORMATION MANAGEMENT
A comprehensive records and information management (RIM) programme is critical in meeting the increasingly complex and demanding regulatory and technological challenges of today. Huron offers a comprehensive approach to the design, development and implementation of all aspects of enterprise-wide RIM programmes. Our approach takes into consideration information governance, enabling technologies and business process improvements.

PRO-LEGAL

Pro-Legal has two specialist teams: Pro-Legal In House Counsel recruits qualified lawyers into the in-house counsel teams for a wide range of financial service organisations and commerce and industry clients across all industry sectors; and Pro-Legal Private Practice recruits into the Magic Circle, Silver Circle, US, UK Top 200, and boutique and independent law firms. Our consultants have brokered a wide variety of individual and team moves across the UK and abroad, and we have assisted the careers of individuals from newly qualified to partner/lead general counsel level. We have also played a pivotal role in helping growing commerce and industry clients to insource their legal function for the first time.

We eschew a one-size-fits-all recruitment model – our expert consultants take the time to listen to what you want and then we tailor our approach to find you the most suitable solution. Our referral rate (the number of candidates who come to us through word of mouth) is five times the industry average and we feel this is testament to our commitment to the highest possible levels of service. Pro-Legal is here to help you find the best lawyers for your team.
RACHEL THOMPSON
ASSISTANT GENERAL COUNSEL
BRIDGEPOINT

At just 32, Thompson is one of the youngest entrants on the Rising Stars list. After training at Clifford Chance and qualifying into corporate in 2007, she was seconded to Bridgepoint in 2009 for one year and stayed on, becoming permanent in 2010. She works closely with the buyout house’s GC Charles Barter, formerly a partner at Travers Smith. Bridgepoint’s growth ambition has seen a substantial amount of responsibility placed upon Thompson, making her indispensable to both Barter and external counsel.

She has been involved in Bridgepoint’s significant deals over the last couple of years, including the acquisition of Lumison and the £281m buyout of social care provider Care UK. She was instrumental in Bridgepoint’s six-month takeover of Safestore and Pets at Home remaining shares in 2010. She has been responsible for drafting technical client communications. One advocate says: ‘Richard was the lead project manager and architect behind LGIM’s trading documentation templates, involving numerous counterparties. These documents leveraged off the LGIM brand and gave clients robust and effective entry into the OTC market for LDR (liability-driven investment) mandates, generating new business and improved efficiencies.’

‘Richard combines exceptional technical skills with a strong sense of the commercial imperatives and business role of his internal clients.’

RICHARD HARRY
SOLICITOR
LEGAL & GENERAL

Harry successfully guided Legal & General Investment Management (LGIM) through the client clearing of over-the-counter (OTC) derivatives, well ahead of the compulsory deadline in 2013.

Subsequently, he has been at the forefront of regulatory developments in the OTC derivatives market both in the US and Europe and has been responsible for drafting technical client communications. One advocate says: ‘Richard was the lead project manager and architect behind LGIM’s trading documentation templates, involving numerous counterparties. These documents leveraged off the LGIM brand and gave clients robust and effective entry into the OTC market for LDR (liability-driven investment) mandates, generating new business and improved efficiencies.’

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SOLICITOR
LEGAL & GENERAL

DAVID SANDERS
LEGAL & GENERAL

TERRA FIRMAR

Sanderson joined Terra Firma in January 2009 from Macfarlanes and has been a key part of the Terra Firma legal team at a time of sustained activity. He has been involved in all aspects of that activity ranging from the long-running US litigation against Citigroup in relation to the ill-fated acquisition of EMI in 2007, transactions such as the £276m acquisition of the Garden Centre Group and its subsequent refinancing and the £45m acquisition of Four Seasons in 2012 using a highly innovative financing structure, through to the recent IPO activity undertaken by Terra Firma, including its end of 2013 float of renewable energy company Infinis.

Described as well-organised and diligent, with strong people skills, over the last 12 months Harry has built out his internal team to assist him in delivering this and other major trading and investment projects, and has been fully involved in the recruitment, training and appraisal process.

He has been a member of the LGIM team for over eight years and in that time has developed a deep knowledge of the business and operations of this major institutional asset manager and, with a particular focus on trading and investments, has had considerable exposure to funds (both corporate and trust-based), pension schemes, insurers and sovereigns.

LAUREN LIVINGSTON
DIRECTOR OF LEGAL
CVC CAPITAL PARTNERS

Livingston joined CVC in 2007 from Herbert Smith, where she was an associate in the corporate department, specialising in M&A and equity capital markets.

She was instrumental in CVC’s six-month £300.9m fundraising which, despite taking place in a challenging environment for the private equity market, at its close in June 2013 became the second-largest fundraising since the financial crisis and the third-largest fundraising by a Europe-based private equity fund manager.

Livingston is currently carrying out the same role fundraising on CVC’s fourth Asia fund targeting $3bn and work across all products including infrastructure, real estate and credit.

In her time at CVC, Livingston has built strong links in the City private equity community, having worked with many of the leading names in the UK buyout market.

One admirer notes that Livingston demonstrates ‘total commitment, drive and intelligence’, adding that her ability to readily organise and oversee complex processes, both internally and externally, has a passion to get the job done, and unflattering stamina.”
STUART BANKS
EUROPEAN GENERAL COUNSEL
HELLMAN & FRIEDMAN

After qualifying at Travers Smith in 2000, Banks moved to Cleary Gottlieb Steen & Hamilton’s London arm, working under partner Simon Jay. His time at the US law firm included a two-year stint at the Takeover Panel, an experience he describes as transformational. He left Cleary in 2007 to become Hellman & Friedman’s first-ever European GC.

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The US fundraising and $8.9bn fund in 2008-09 has certainly helped, and Hellman & Friedman looks set to be a prominent player in the recovering private equity market. Banks looks set for plenty of deal exposure.

One commentator says: ‘Stuart is a very astute commercial lawyer which, in combination with his intellect, makes him a formidable general counsel.’

CHRISTIANA NORMAN
MANAGING DIRECTOR AND ASSOCIATE GENERAL COUNSEL
BANK OF AMERICA MERRILL LYNCH

An ex-Slaughter and May and Morgan Stanley lawyer, Norman is praised for her work not only within Bank of America Merrill Lynch but also within the wider banking industry and with regulators to implement ongoing industry reforms, such as the European Market Infrastructure Regulation.

One advocate comments: ‘Chris has advised within the bank but also involved other players to provide a forum for industry-wide issues to be debated and resolved in the most constructive and transparent way.

‘She is a real star and highly trusted by a wide group of senior people in-house and in private practice looking at regulatory issues.’

DAVID R. JOHNSON
SENIOR VICE PRESIDENT AND ASSOCIATE GENERAL COUNSEL
CITIGROUP

The senior legal counsel responsible for supporting the structured credit desk in Citi’s London office, Johnson, who manages four other lawyers, received glowing feedback in support of his entry into this report.

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The structured finance specialist has rapidly established himself since joining Citi from Mayer Brown in 2010, having only completed his training contract with Eversheds in 2008. One Magic Circle partner says of this versatile lawyer: ‘His work [acquiring] credit protection on large portfolios of emerging markets loans was exemplary; these hedges were critical in enabling Citi to meet internal credit risk limits, which many financial institutions have struggled with in recent years, and were particularly problematic as the illiquidity of those emerging markets loans meant that they could not be hedged using normal means.’

Johnson and his team have also advised Citi on its collateralized loan obligation business and have helped the institution overcome difficult legal challenges in relation to risk retention.

Johnson, described as a ‘commercially savvy lawyer who focuses on the right issues and drives transactions to their successful completion’, is vigilant in protecting Citi’s interests and works hand-in-hand with external lawyers to analyse key legal risks with a view to protecting his organisation.

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According to one proponent, Howard ‘marries excellent black-letter law understanding with great commercial awareness of what the business needs, always set against the context of the spirit of the law and also the reputation of the business’.

Another says he is ‘a great combination of academic and practical, with a real focus on delivering internally for the business while retaining legal integrity’.

ANDREW COE
ASSOCIATE GENERAL COUNSEL AND ASSISTANT COMPANY SECRETARY
JEFFERIES INVESTMENT BANK

Coe joined Jefferies in 2011 from Stevens & Bolton, where he was a corporate associate. The eight-years’ qualified lawyer is now associate general counsel of the New York-headquartered global investment bank, which has offices in 33 cities around the world, providing clients with capital markets and financial advisory services, institutional brokerage and securities research, as well as wealth and asset management.

One entry in support of Coe’s nomination says he ‘is definitely one to watch’. They add: ‘[Coe] is a young and highly competent lawyer who is hungry for knowledge. He has an open and honest manner. He is very easy to work with. He is quietly ambitious and enthusiastic. I am sure he will go far.’
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- Assisting with change management and leadership transformation
**REAL ESTATE**

**QUENTIN GWYER**
SENIOR LEGAL COUNSEL | GE CAPITAL REAL ESTATE

Admitted as a solicitor in 2004, Gwyer is currently acting as lead general counsel for GE Capital’s UK real estate business, which has been operating in the UK market for 27 years and now has around £2.5bn in assets.

In the autumn of last year, Gwyer played a lead role in the acquisition of a portfolio of performing commercial property loans valued at £1.4bn from Deutsche Postbank. He has also been active in transactions to reduce the company’s balance sheet as it looks at a new strategic direction for the UK business.

One senior insider says: ‘He’s smart, hard-working, perceptive, a team player, and has a good sense of humour.’

**DANIEL SAMSON**
DIRECTOR | LEGAL & CORPORATE AFFAIRS | HERON INTERNATIONAL

Samson joined Heron in 2010 as in-house legal counsel, having previously worked as a corporate lawyer at Taylor Wessing.

The DLA Piper-trained lawyer is now extensively involved in all aspects of the group’s corporate and property transactions in the UK and overseas and has recently been appointed as a director of the Heron group.

Peers say that Samson is a proactive lawyer with a real hands-on attitude, with one commenting: ‘He is always committed to training up with all relevant professionals in order to get the deal done.’ He leads on a wide range of legal and commercial issues for Heron International, including the refinancing with Starwood for the Heron Tower.

In March last year he led on the real estate aspects of Intu’s £250m acquisition of Midsummer Place Shopping Centre from Legal & General.

**JESSICA MARTIN**
LEGAL DIRECTOR | INTU PROPERTIES

Having qualified in 2005, Martin joined BNP Paribas (BNPP) in early 2011 and was immediately thrust into working on its flagship development – a major office building at the heart of the King’s Cross regeneration project, involving 350,000 sq ft of offices, 10,000 sq ft of retail and a 3,800 sq ft staff fitness centre.

Already heavily involved in a number of large-scale projects (principally bond issues on re-financing), Martin ‘has shown great clarity of thought and the ability to grasp difficult issues, taking a clear strategic commercial approach.

In March last year she led on the legal technicalities and commercial realities.’

**MARK SADLER**
REAL ESTATE COUNSEL | INTU PROPERTIES

Sadler has been at Intu Properties (formerly Capital Shopping Centres) since November 2012, having previously worked as legal counsel and commercial manager at Westfield, dealing with Olympic projects.

During his relatively short time at the shopping centre owner, operator and developer, Nabarro-trained Sadler has made a significant impact, strengthening the links and communication between the internal legal function and the asset management team, with one submission stating: ‘He also delivers a fresh perspective on the interplay between legal technicalities and commercial realities.’

Sadler, who spent three years as a senior associate at Ashurst, has shown great clarity of thought and the ability to grasp difficult issues, taking a clear strategic commercial approach.

In March last year he led on the real estate aspects of Intu’s £250m acquisition of Midsummer Place Shopping Centre from Legal & General.

**SARAH BATTY**
SENIOR SOLICITOR, CORPORATE REAL ESTATE GROUP | DLA PIPER

Despite being less than ten years’ qualified, Batty has a seminal role in a team handling all the legal aspects of lending associated with a £31bn portfolio across the UK.

An outstanding all-rounder, Batty is cited as being easy to work with and pragmatic, incredibly bright and utterly approachable, bringing a positive drive and energy to her work.

One senior insider says: ‘When you delegate you must get it done right the first time and with Sarah it gets done exquisitely and on time, like having an external lawyer doing it for you.’

Praise also comes from private practice, with one firm commenting: ‘Sarah knows exactly what is and is not acceptable to the bank, particularly when taking security over large property portfolios. She is able to help structure a deal that will work both for the bank and the borrower at the outset and she is excellent at co-ordinating large teams.’

**Ashurst,** Sadler, who spent three years as a senior associate at Ashurst, has shown great clarity of thought and the ability to grasp difficult issues, taking a clear strategic commercial approach.

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**GC POWER LIST**
February 2014
**JONATHAN HUGHES**

**LEGAL COUNSEL AND HEAD OF PROPERTY UK**

**GOODMAN REAL ESTATE**

A former Eversheds associate, Hughes now heads Goodman's real estate team with a calm, constructive and commercial hand.

Having begun his legal career at Nabarro Nathanson in 1999, Hughes moved on to become a senior associate at Baker & McKenzie in Sydney in 2004 and then spent a year at Eversheds in 2006 before joining commercial and industrial property group Goodman in 2007.

He has extensive experience in all aspects of real estate law in the UK and Australia, having qualified in both jurisdictions, including developments, property management, joint ventures, institutional financing and offshore structuring.

According to one lawyer who has worked with him: 'Jonathan is liked and trusted by the Goodman real estate team and their external lawyers in equal measure.'

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**MEGAN COLLISHAW**

**SENIOR LEGAL ADVISER**

**LEGAL REAL ESTATE DEVELOPMENT COMPANY**

Collishaw has played an integral role for Lusail in the legal aspects of development of Lusail City – Qatari Diar’s flagship project and the largest development in the state of Qatar – an actual city project that will have an estimated 200,000 residents.

Described as ‘calm, methodical, very good technically and with an engaging personality and good sense of humour’, Collishaw is also described by one Power List GC as ‘definitely one to watch’.

Collishaw has the ability to empathise with the client – typically the development teams – and is not inclined to panic. She has also proved herself capable of working around the cultural sensitivities inherent in working in the Middle East.

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**KUMAR TEWARI**

**SENIOR SOLICITOR, CORPORATE REAL ESTATE GROUP**

**LLOYDS BANKING GROUP**

Tewari is the second Lloyds Banking Group lawyer to make this Rising Stars sector, having received multiple nominations. He is praised for his intellect, business acumen and energy, as well as his ability to quickly grasp the details of a deal and focus on the key legal and commercial points.

During the past 12 months Tewari, who is a general finance lawyer by background but retrained as a property finance lawyer, has led and delivered on a day-to-day legal and commercial guide for the business, a resource aimed at helping it to better manage its legal risk, as well as a personal legal training programme for LBG’s bankers.

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**AMANDA CHILD**

**LEGAL MANAGER**

**BOUYGES UK**

Having qualified in 2004 at Masons (now Pinsent Masons), Child moved as part of a team to the regeneration department at Campbell Hooper in 2006, which merged with Speechly Bircham in 2009. She has worked on some of the largest regeneration schemes in London, including a 600m flagship multi-phase regeneration of Canning Town. It was this project that presented Child with the opportunity to join Bouygues’ in-house legal team in 2012, where she now advises both Bouygues Development (as developer) and Bouygues UK (as contractor) on mixed-use developments and student accommodation schemes.

Child is described as having an ‘incredible work ethic and attention to detail’ and is an ‘integral part of the legal team’. Insiders say she is fast-tracked for higher levels of management despite being only 33 years old. She provides an effective link between the legal team and commercial project managers, often anticipating their requirements and certainly understanding their objectives. She can liaise, manage and work with local authorities, external solicitors and most importantly, the upper echelons and colleagues in her company in clear and precise terms.

Child manages risk for the company and often reaches negotiated positions against tight deadlines. This is all achieved in a commercial fashion with a thorough understanding of the technical side of the developments and how this should be reflected in legal documents.

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**ALEX PEEKE**

**DEPUTY HEAD OF LEGAL**

**THE CROWN ESTATE**

Peeke served as an officer in the light infantry of the British Army for five years before becoming a solicitor at Slaughter and May, leaving after six years to join Macfarlanes. He joined The Crown Estate in June 2009, where he is now responsible for the day-to-day management of legal risk and is the legal lead on joint ventures, which have become the most important feature of the implementation of The Crown Estate’s redevelopment strategy for its prestigious Central London estate.

He is noted to be an extremely bright lawyer, who combines excellent technical legal skills with a very pragmatic approach. He is innovative and flexible and is held in very high esteem both by legal and non-legal colleagues at The Crown Estate and by the external legal advisers that he manages,’ says one commentator.

‘The demands of working for one of the UK’s largest landowners means that Peeke has to focus upon timely delivery of transactions, while recognising the realities of doing business in a complex legal environment, at the same time as displaying clear leadership qualities.’

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One insider says: ‘Kumar has steadily built his reputation in the market and is becoming known in real estate as a talented lawyer with a bright future. He is currently leading on a number of initiatives for LBG including being a key player on all Loan Market Association forums in connection with real estate finance.’

‘A leading City property law firm adds: ‘Kumar is able to organise large teams internally and liaise quickly and effectively with external counsel and external advisers to reach the desired outcome for the borrower.’

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PRIVATE EQUITY AND INVESTMENT BANKING

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SIMON CROXFORD
MANAGING DIRECTOR AND GENERAL COUNSEL ASIA-PACIFIC, BARCLAYS CAPITAL

In September 2012, Croxford was promoted to head of legal for the corporate and investment bank and wealth and investment management businesses in Asia-Pacific. Formerly head of the legal team which supports BarCap’s fast-expanding EMEA investment banking division (IBD), Croxford’s team of around 30 lawyers has been focusing on the growth and development of the firm’s business across new markets in the region. It is his interest in innovative deal structures and seeing them through from inception to completion that initially drew him to the in-house, having qualified at L Odell with a focus on capital markets. He worked between the London and Paris offices before moving to UBS in 2000 to sit in its transactional legal team handling debt, equity and advisory work.

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SOLICITOR
LEGAL & GENERAL

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One entry in support of Coe’s nomination says he ‘is definitely one to watch’. They add: “[Coe] is a young and highly competent lawyer who is hungry for knowledge. He has an open and honest manner. He is very easy to work with. He is quietly ambitious and enthusiastic. I am sure he will go far.”
Chase has, in addition to managing her diligent, decisive and good fun house team, reporting to head of legal Robert MARKS & SPENCER HEAD OF COMMERCIAL CONTRACTS VERITY CHASE board, seek out her advice and want her to be intriguing is that her clients, including the stakeholders happy without over-compromising. An insider says: ‘Verity has the ability to stake their strategic plan a reality.’

Chase is instrumental in providing the legal framework to assist M&S with its international expansion plans. One external nomination goes as far as to say: ‘In very tight timesframes she has made the company’s strategic plan a reality. One of her strengths is keeping M&S stakeholders happy without over-compromising. An insider says: ‘Verity has the ability to command the respect of her clients. What’s intriguing is that her clients, including the board, seek out her advice and want her to be involved in the decision making – that doesn’t always happen. She is very firm, very persuasive, and she gives the stakeholders exactly what they are looking for.’

Chase is also given credit for her interpersonal skills, which means she is seen as an equal to all, whether that be a board director or a junior person in a business function, and – particularly important within this vast retail business – she can get on with everyone from a fashion buyer to ‘the bloke who is in charge of the loos’.

Rachel Clarke
GROUP GENERAL COUNSEL
MARKS & SPENCER

At multinational DIY retailer B&Q, Clarke is praised for her broad legal knowledge backed by sound practical experience, a questioning, enquiring mind, and strong communication skills together with excellent commercial awareness and judgement.

Flexible and able to work to tight deadlines, Clarke has the ability to prioritise and manage multiple matters concurrently whether they are – as one nomination says – ‘large, small or noisy’. Clarke is also praised for her ability to engage and build relationships with internal customers in the business and she tackles tricky issues head on, finding practical solutions. However, she is not afraid to ‘call difficult situations and escalate them where appropriate.

‘She has the ability to manage expectations and meet unreasonable deadlines,’ says one nomination. ‘She is practical and approachable so that internal customers keep coming back.’

Although general counsel and company secretary, Burrell is identified as a Rising Star on the basis that she is the youngest company secretary and head of legal of the UK’s top ten retailers based by a long margin.

Qualified for only 13 years, Burrell has been company secretary of Iceland Foods since April 2011, and was also formerly company secretary of DRC Foodservice, which was owned by Iceland Foods directors but entered administration in 2012 after it failed to find a buyer.

Burrell started at Iceland in 2003 as a senior commercial solicitor before rapidly rising up the ranks. She played a central role in Iceland’s hugely complex and high-profile £1bn management buyout in March 2012, a role which she is said to have performed with ‘no little aplomb’.

Since then she has grown her remit and increased her team to 15, and continues to play a significant part in driving the growth and continuing success of the business in the UK and in also expanding the business overseas.
A rare insight into Marshall’s recent appraisal shows that Grahia said: “I am a great admirer of Katie. She is able to present both appropriately and professionally at board level – and deal effectively with our rather less formal ways of working when necessary. She doesn’t fluff but works hard and seems to deal with stress well (at least as far as I see her). She is polished and professional with our chairman and other board members. Fundamentally I think she ‘gets us’ and I feel confident in her and trust her implicitly. I think she can go a very long way and we should support her all we can in doing so. As you know, I’m not one quick to praise, so for me this is a really excellent write-up on someone who is doing an exceptional job.”

Marshall is praised for her technical excellence with an ability to drive forward work with accuracy and precision, anticipating pitfalls in complying with the increasingly complex governance maze and keeping the board up to date with all external developments and requirements.

One insider comments: ‘I can’t really put it any better. She is clearly a rising star for 2014 and a GC of the future.’

Priestley manages a legal team of ten lawyers at Lloyds Banking Group (LBG), providing legal and strategic advice on material employment, employee benefits and pensions issues across the group’s global network, covering 100,000 employees.

One market commentator says: ‘She has a strong vision of where she wants the team to be and provides outstanding strategic and pragmatic leadership, ensuring her team can deliver business-ready solutions in a commercial way, without losing sight of the people-led culture within LBG. She is extremely bright but doesn’t use her intellect to browbeat those around her, rather to support and guide them.’

Priestley started out as a barrister at 2 Gray’s Inn Square but in 2000 became a senior employment associate at Simmons & Simmons before moving in-house to Standard Chartered Bank to set up an in-house legal risk function in 2006.

Since then, Priestley has led LBG’s defence of complex employment disputes and challenging HR issues, such as the proposed changes to its defined-benefit pension scheme.

A strong champion of gender equality, Priestley is also supporting deputy general counsel, Kate Churton, in leading a new forum for prominent law firms to find ways of improving access to law as well as the diversity of the legal profession.

Chung started out as a corporate lawyer with Linklaters and gained her first taste of in-house life while on secondment to Vodafone in March 2008, where she received glowing reviews. On Chung’s LinkedIn profile, Vodafone’s corporate and external affairs director Helen Lampell says: ‘She managed difficult situations really well and was very adept at balancing different personalities. A great loss to our team.’

Chung’s in-house career began in earnest when she joined British Sky Broadcasting Group as a corporate legal adviser in January 2010, spending just a year there before taking a promotion at Barclays in January 2011.

Described by one Magic Circle partner as having a ‘strong work ethic and a can-do attitude’, Chung has played a pivotal role in the recent reorganisation of Barclays’ African interests.

One well-known tax partner at a top-tier law firm says in support of her nomination: ‘Win is very bright, responsive, commercial and good at giving and receiving advice and instructions. She is a star!’

Barnicoat joined KPMG’s Office of General Counsel in 2004, was made an equity partner in 2011 and is now deputy GC, in charge of the firm’s corporate and commercial transactions. He sits on KPMG’s high-level strategic investment committee and has played a leading role in a series of mergers across Europe that has seen it become the largest professional services firm in Europe and the Middle East with around £1bn in annual revenues.

Recent UK and multijurisdictional acquisitions led by Barnicoat include advisory company EquaTerra; the 2013 acquisition of advisory firm Makinson Cowell; and the 2013 acquisition of advisory firm Makinson Cowell and Xantus.

Barnicoat is a versatile lawyer who, after qualifying as a litigator with Taylor Wessing, moved across into fraud and asset tracing at Holmans & Willian before becoming a non-contentious lawyer for Towers & Hamlin in Abu Dhabi, where he worked on the Emirates’ first-ever PFI deal to build a power and water desalination plant.

Other achievements include setting up KPMG’s global service centre in India, which now employs more than 4,000 people servicing 40 countries, and advising on KPMG’s investment into data and analytics investment fund KCap.

To assess your company’s leading legal talent, please visit: https://www.lcmedia.co.uk.
SCOTT GIBSON
GROUP HEAD OF LEGAL
SG HAMBROS BANK

Gibson has been involved in all aspects of RBS’ group legal issues following the credit crisis, demonstrating an ability to constantly juggle conflicting projects and timetables.

As a result of the government’s 2008 bailout of the high street bank, RBS was obliged under European regulation to undertake measures, including disposing of its interest in Direct Line by the end of 2014, with a requirement that more than 50% of its shares were sold by the end of 2013.

Working alongside general counsel Rushad Abadan, Gibson was given the day-to-day responsibility for ensuring that Direct Line was successfully carved out and prepared for its IPO in 2012, in a deal that valued it at around £3bn.

For this and his handling of other large, business-critical projects, he is described as ‘extremely hard-working, always in demand for his delivery and a great combination of managing legal concepts into a practical business solution’.

DANIEL EVANS
GROUP HEAD OF LEGAL
SG HAMBROS BANK

Banking associate Evans moved in-house in December 2010 from Norton Rose after going on secondment to SG Hambros. The Dewey & LeBoeuf-trained lawyer, who was also an associate with Trowers & Hamlins between 2001 and 2007, has built a strong team around him and has rapidly adapted to the different demands of the in-house role and the complexities of the private banking sector in the post-financial crisis era.

‘Daniel is astute, easy to deal with, interacts with the business extremely well and never loses sight of the big picture,’ says one nomination. ‘He is on top of the plethora of regulatory changes and developments that affect the wealth management and private banking sector. Daniel is also multi-lingual and this really helps in working for an international bank.’

FIONA McKEE
HEAD OF STRATEGIC SOLUTIONS AND PRIVATE OFFICE
COUTTS

Admitted as a solicitor in 2004, McKee worked for RBS before moving internally to its high-value private banking services subsidiary Coutts in 2012, where she now reports to general counsel James Clarry.

A regulatory lawyer by background, CMS Cameron McKenna-trained McKee, who before she joined RBS in 2011 was a legal counsel at ABN Amro, undertook high-profile regulatory work at RBS and is described as ‘technically very good but also a real people person who builds relationships well but is pretty straight talking’.

PATRICK AMBROSE
SOLICITOR
BANK OF IRELAND

A member of the in-house committee at the Dublin Solicitors Bar Association, Ambrose has become a spokesperson on best practice among in-house lawyers, having written a publication looking at the challenges in-house counsel face and how to develop a deeper understanding of best practice in the role of an in-house lawyer. In particular, he is an outspoken advocate of all internal legal advisers operating to the same high ethical and professional standards as private practice lawyers.

Ambrose has shown himself to be resourceful and commercially minded by identifying and challenging existing time-consuming and low productivity processes to ensure that the most efficient use is made of the bank’s internal and external legal resources.

BRYAN McCARTHY
CHIEF LEGAL OFFICER
IRISH BANK RESOLUTION CORPORATION

Described as ‘very experienced and practical, with a truly in-depth knowledge of banking law and a good appreciation of the need for clear and prompt instructions’, McCarthy has also proved himself robust in steering IBRC through a very difficult period of change and uncertainty.

One of McCarthy’s resounding achievements has been his management of internal matters at the bank following the special liquidation of IBRC in February 2013.
What do you need to know?

From intelligence to resolve your dispute, to due diligence into potential partners, Alaco can make you smarter.

On assignment, Yangon, Myanmar, 20th January 2013.
**TECHNOLOGY, MEDIA AND SPORT**

**CAROLINE WITHERS**

**DIRECTOR OF LEGAL AFFAIRS AND THIRD-PARTY RESPONSIBILITIES**

Virgin Media. 

Described as ‘brilliant’, ‘very switched on’, very proactive’ with multiple independent nominations, Wagge & Co-trained Withers has swiftly moved up the ranks at Virgin, starting out in 2007 as associate corporate counsel before becoming assistant general counsel, director of corporate development and governance and then, in October last year, moving to become corporate director, responsible for M&A, strategic initiatives and compliance.

Over the past year she has been involved in a number of noteworthy transactions, not least Liberty Global’s headline acquisition of Virgin Media for £13bn ($23.3bn), which was game-changing for the company’s legal team to abolish hourly rates from its external lawyers.

Internally, he has developed a training programme with panel firms for ITV lawyers and has driven forward an internal secondment programme for them. One senior insider comments: ‘Barry has that vision and the passion to help mould the legal team to better serve ITV’s needs. That means spending time with external counsel to understand what makes their life easier and helping external counsel to help ITV.’

Matthews received the most independent nominations from both private practice and in-house lawyers, not only within this category but across the entire Rising Stars research process.

Lovell-trained Matthews, who has also been shortlisted for the Rising Star In-house Counsel of the Year category at the Legal Business Awards, is at the forefront of ITV’s initiative to treat its external law firm panel as an extension of the in-house team, working on projects collaboratively. He has also been heavily involved personally in the TV company’s legal team to abolish hourly rates from its external lawyers.

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Matthews has also spearheaded ITV’s extensive corporate social responsibility initiatives, including founding a joint scheme with Hogarth Lovells, the running of a monthly legal clinic at HIV charity Body & Soul. He leads ITV’s collaborations with PRIME, working with firms like Olswang and Slaughter and May, to provide work opportunities to children from underprivileged backgrounds.

One commercial real estate partner at a leading commercial firm says: ‘Barry is a strong supporter of his team and always looks for ways to enhance their standing in the eyes of the wider business. He is a genuine supporter of equality and diversity in his team and in the wider legal profession. Barry is a star in the in-house world whose vast array of talents deserves wider recognition.’

**BARRY MATTHEWS**

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**JIM LEASON**

**CHIEF COUNSEL, REGULATORY RISK AND COMPLIANCE**

Thomson Reuters.

Former Kemp Little associate Leason is widely praised for his ‘very strong intellectual capacity, instinctive business sense and engagement with business colleagues, a Slavko-courageous work ethic and his ability to rapidly assess and reassess business priorities, cope with uncertainty or ambiguity and give nuanced, clear advice’. Thomson Reuters’ global risk and compliance teams have traditionally been separate but Leason has played a key role in their integration and his World-Check Risk Intelligence team recently won an internal award from the business, with one insider commenting: ‘It is pretty unheard of for legal to win!’

Leason manages a widely dispersed team, which collaborates across different jurisdictions throughout the year, with two in the US and three in the UK.

The insider comments: ‘He is an excellent lawyer and gives good, solid advice. He understands the business and what it wants to achieve. If someone comes up with a hare-brained scheme, he understands what they want and can work out how to get there. He gives his people a lot of freedom in the way they work. He sets the agenda and tone and is there for the big questions.’

Further underlining his commercial instincts, Leason is currently working outside of the legal department for the business as part of a team that has been put together to launch Thomson Reuters’ ‘Know Your Customer’ project.

**CHRIS THOMAS**

**DIRECTOR OF LEGAL, WESTERN EUROPE**

Iron Mountain.

Thomas joined New York-based storage and information company Iron Mountain in 2008 from food services company Compass Group and has shown effective management of legal risk across a broad geographic, making sure the business is not hamstringed by legal requirements but has its legal and risk profile managed appropriately.

At the company, which serves 156,000 customers in five continents, the Eversheds-trained lawyer has been at the forefront of an internal restructuring project described as a ‘business and operational transformation that will, if it is implemented by the board, radically alter the structure of the group and how it operates day-to-day.

‘Ensuring that this works commercially, operationally and legally and to a tight deadline of preparation delivery has been the highlight for Chris.’
trying to achieve.'

understanding of the law and what the bank is

make pragmatic judgements and has a good

of the business works from an earlier career in

and finance law and how the operational side

company secretarial and its finance leasing

team that supports Siemens in corporate work,

promoted to country sector lead lawyer in

in July 2011 from Kirkland & Ellis as a senior

Described by one senior figure at Siemens as

SIEMENS

COUNTRY SECTOR LEAD LAWYER, CORPORATE AND FINANCE

KIM STOCKDALE

Another admirer comments: 'He is very

working somewhere like Siemens,

as a ‘very positive business partner’, Astin very

commenting: ‘He gets on with people and knows

where he has ably handled customer disputes to

deal with tendering, engineering and customers,

country and also connections for offshore wind

for Siemens’ energy transmission division, which

commercial lawyer in September 2012, working

Martin Heath.

Siemens’ energy transmission (ET) business based

is described as an excellent technical lawyer with great business acumen, who is adept at running

responsible for handling all the RFU’s commercial deals,

The former Slaughter and May lawyer joined the RFU as a junior

The former Slaughter and May lawyer joined the RFU as a junior

Responsible for handling all the RFU’s commercial deals,

Another dispute resolution partner at a top-50

One lawyer says of Malik: ‘Sophia is one of the most effective in-house lawyers I have ever met. She brings

eschell at the top of my list, as well as respecting her by her colleagues.

Another unique feature to JW is the corporate culture.

When Astin’s GC Tom Kiley was appointed as

the resignation of Mike Laurence, Bradin stepped

up to a newly-created associate general counsel

role, helping to lead the legal team through a

series of merger approaches from Temenos, CVC

and ValueAct Capital, and Vista Equity Partners,

which in April 2012 saw shareholders approve a £2.99 per share offer from Vista through its

investment vehicle Magic Baco.

This acquisition saw Astin merged with software company Tietoe and, as the former

trained Bradin, who heads a team of five made

up of lawyer and company secretarial team

members, has led the legal effort to bring the

two entities together.

One partner at a leading City firm says that

the former Allen & Overy lawyer Bradin has

‘commitment to his company and to his team

and a willingness to expand her experience to

encompass M&A, company secretarial and

finance arrangements.’

When Astin’s GC Tom Kiley was appointed as

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Another strong nomination for ITV.

Clarke is responsible for negotiations over new

programmes and recently handled a multimillion-pound three-year deal extension for both The X Factor and Ant and Dec.

‘There’s been a lot of negotiation and the team have reacted very well,’ says another source.

One senior colleague says: ‘She is an absolute joy to work with. She’s restructured her team to

now have younger members a real opportunity to

shine. In the business, ITV is regarded as

the best broadcaster to negotiate with, which

means more talent is likely to come to you,

and that is largely thanks to Sarah.’

EMMA JELLEY

SENIOR REGIONAL COUNSEL, UK AND IRELAND

GOOGLE

SENIOR REGIONAL COUNSEL, UK AND IRELAND

EMMA JELLEY

Taylor is described as bright, intuitive and

imaginative as well as being highly commercial.

He is noted for his calm and friendly

manner, which enables him to efficiently

manage the needs of the business while seeking

appropriate legal advice to make sure that the

company proceeds in full awareness of the pros

and cons of a particular course of action.

One dispute resolution partner at a top-50

UK firm says: ‘He is a pleasure to deal with. He

has recently managed a large piece of litigation

to which he was extremely committed. He is

also an excellent project manager and able to

identify and communicate risks of complicated

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contracts clearly and concisely.’

Another entry from Siemens, Astin supports

Siemens’ energy transmission (ET) business based

in Manchester, reporting to deputy head of legal

Siemens in Manchester.

Still only in his mid-thirties, Astin joined Siemens four years ago and was appointed lead

corporate lawyer in September 2010, working

for Siemens’ energy transmission division, which

dealt with the high voltage cables across the

country and also connections for offshore wind

farms.

His role is lead commercial lawyer but he

deals with tendering, engineering and customers,

where he has dined hundreds of customers to
dispute resolution. He values the business

relationships well,’ says one observer.

and key accounts with one senior colleague

commenting: ‘He gets on with people and knows

what to do.’

Described in internal customer feedback as

a ‘very positive business partner’, Astin very

quickly built a strong relationship with IT and

management and stakeholders following his

appointment.

One admirer comments: ‘He is very

approachable. Very personable and gets well with the business. Works closely like Siemens, you need to be very taciturn.’
KENT DREADON
HEAD OF LEGAL
TELEFÓNICA UK
A litigator by training, Dreadon is ‘essentially a number one’ problem solver operating in a very complicated broadband business to Sky.

He was an integral part of the industry team on the £180m disposal of its consumer bargain that preceded the 4G spectrum litigation in 2009, followed by a promotion to him rise through the ranks from head of practice at Debevoise & Plimpton and SJ Edward Smith.

A litigator by training, Dreadon is ‘essentially number two’ in the UK legal and regulatory telecoms world. Described as a ‘compelling advocate of change’, Dreadon is a member of Vodafone’s centre of excellence team within group legal, having previously been part of the legal technology and outsourcing group.

Part of a three-strong team, Dreadon is at the forefront of Vodafone’s legal transformation activities to improve the way in which the company delivers efficient and effective legal support to both procurement (supplier facing) and enterprise (customer facing) and enabling the business to undertake simplistic and repetitive legal tasks without recourse to the legal team.

Dreadon’s portfolio includes numerous projects including knowledge management; contracts and templates; contract automation; training; reporting; and work allocation tools and techniques.

‘The team’s current transformation activity is designed to promote self-service by business colleagues, freeing up precious legal time to concentrate on high complexity matters.’

One insider comments that Dreadon brings ‘both structure and simplicity to the way in which we organise our legal toolkits, and an enthusiastic spirit of transformation which is spreading across many of the local market legal teams as well as group level legal teams with whom Emma interacts’.

EMMA PEARCE
SENIOR LEGAL COUNSEL
VODAFONE
Described as a ‘compelling advocate of change’, Pearce is a member of Vodafone’s centre of excellence team within group legal, having previously been part of the legal technology and outsourcing group.

Having ‘impressively risen’ up the ranks, Pearce has been part of one of the most challenging integration programmes undertaken by a 4G mobile giant across the world. She is noted for introducing innovative and effective management and process solutions across a range of activities, including bringing together and successfully managing the legal aspects of the consolidation of former networks T-Mobile and E2 (formerly T-Mobile, which in 2010 merged with Orange).

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KRISTIN MCFETRIDGE
SOUTH EUROPE, UK GIBRALTAR AND ISRAEL COUNSEL AND GLOBAL BANKING AND FINANCIAL MARKETS
AND GLOBAL PRODUCTS HEAD
VODAFONE AND GLOBAL PRODUCTS CHIEF COUNSEL UK GLOBAL BANKING AND FINANCIAL MARKETS
KRISTIN MCFETRIDGE

The ‘inspirational’ McFetridge leads an eight-strong team of lawyers and commercial contract managers at telecoms giant BT, negotiating, drafting and advising on commercial contracts in the financial services market for customers and suppliers.

The former Weil, Gotshal & Manges McFetridge associate liaises with the senior business management team on strategy, performance and objectives for legal in supporting the global banking and financial markets sector, and briefs and co-ordinates with the global legal management on current projects, issues and forecasted opportunities in the sector.

Qualified as an attorney in New York and admitted to the solicitors’ roll in England and Wales in 2011, McFetridge also provides legal advice on potential disputes in existing agreements and negotiations settlements.

Having ‘impressively risen’ up the ranks, McFetridge started at BT as a senior commercial lawyer in March 2007, where she advised, negotiated and drafted complex commercial contracts for projects valued at over £50m.

An external nomination noted McFetridge ‘seems to three on management’.

‘She’s really inspirational and inspires her team – she has a big personality but doesn’t take any crap.’

CELINE COHEN
ASSOCIATE GENERAL COUNSEL EUROPE
AIRBNB
A very young Rising Star at just 29, French-qualified Cohen joined Airbnb in France in September 2012.

Having studied economic law and international business law, Cohen previously worked as legal counsel at Internode Communications and is described as ‘a very positive and sunny’ character despite having to cope with multiple demands from all areas of the business, all under intense commercial pressure, according to one insider.

Through a combination of creative thinking and hard work, Cohen ‘achieves what needs to be done’.

The insider adds: ‘Not just fighting the team is a real skill for a lawyer to have – her achievement is her commercial aptitude and positive attitude.’

AOIFE MCArdle
ASSOCIATE GENERAL COUNSEL EUROPE
A&L GOODBODY

A&L Goodbody-trained McArdle is an experienced strategic adviser at executive level.

Having spent over four years at Skype, McArdle reported to the chief legal and regulatory officer and was responsible for a team of lawyers based in London, Luxembourg and Singapore.

She built and managed an international commercial team of six lawyers and two paralegals from all areas of the business, all under intense commercial pressure, according to one insider.

Through a combination of creative thinking and hard work, Cohen ‘achieves what needs to be done’.

The insider adds: ‘Not just fighting the team is a real skill for a lawyer to have – her achievement is her commercial aptitude and positive attitude.’

Admitted as a solicitor in the UK in 2005, Hartley has been praised for her involvement in one of the most challenging integration programmes undertaken by a 4G mobile giant across the world. She is noted for introducing innovative and effective management and process solutions across a range of activities, including bringing together and successfully managing the legal aspects of the consolidation of former networks ‘T’ and EE (formerly T-Mobile, which in 2010 merged with Orange).

Hartley has worked tirelessly with internal and external counsel to provide the best legal solutions to integrate the two networks, while also being responsible for the day-to-day delivery of legal support in excess of 20,000 sites across the UK.

Hartley implemented three complex legal solutions to achieve consolidation targets while also minimising risk, and spearheaded new reporting which dramatically increased alignment between stakeholders.

The insider adds: ‘Not just fighting the team is a real skill for a lawyer to have – her achievement is her commercial aptitude and positive attitude.’

‘She’s really inspirational and inspires her team – she has a big personality but doesn’t take any crap.’

‘Not just fighting the team is a real skill for a lawyer to have – her achievement is her commercial aptitude and positive attitude.’

‘She’s really inspirational and inspires her team – she has a big personality but doesn’t take any crap.’
OLIVER WILSON
SENIOR VICE PRESIDENT, LEGAL
PACE INTERNATIONAL

A former Pinsent Masons lawyer, Wilson joined consumer electronics company Pace International in 2009 as legal counsel and was promoted to senior vice president in legal last year. He is praised for his dedication, commitment, understanding of the business and the law. Working for Pace, a leading technology developer for PayTV and other broadband service providers which produced $2.4bn in revenue in 2012, Wilson has the ability to deal with issues in all territories and his rounded support for the business extends from negotiations with tier-one suppliers to supporting the exit of a senior employee.

RUSSELL JOHNSTONE
CHIEF COUNSEL, TV
BT

An ‘extremely clever’ and ‘excellent technical lawyer’, Johnstone knows his business inside out. Previously in-house at Top Up TV, and Sparrowhawk Media (part of NBC Universal), Johnstone is now responsible for managing the legal function which supports telecoms giant BT’s TV businesses, including BT Sport, ESPN, BT Vision and YouView.

Qualified in 2000 and formerly a senior associate at Olswang, he is regarded as very commercial, keeps his team motivated in stressful situations and delivers on time. Johnstone can take on enormous projects, including BT’s launch of its premium sport channels in August 2013 in competition with Sky. He managed the legal team for the project from a standing start. In support of his entry, one nomination says: ‘For a project of this size, they relied very little on outside counsel. This was also a new area for BT but one that Russell knew well so his role was not just to ensure that the legal team closed the several hundred deals needed but also to help shape the commercial terms of those deals.’

MARIKO NEWELL
LEGAL COUNSEL
HUTCHISON 3G UK

A former Mayer Brown lawyer, City-based Newell is the sole property counsel at Hutchison, which currently operates over 330 retail stores, multiple offices and data centres across the country. She has pushed for new stores and nationwide refurbishments while also getting involved with the thousands of existing masts and the 4G network rollout.

2005-qualified Newell has further expanded her knowledge of Hutchison by seconding part-time to the mast and telecoms side of the business in order to gain a better understanding of the business needs, the demands of the company and its main purpose. Her day-to-day workload is varied and full yet she ably and clearly communicates and liaises with all departments as appropriate, and manages external agents, solicitors and advisers highly effectively.

She is praised for her ‘understanding of the business as a whole as well as her dedication and willingness to learn while being incredibly passionate about her field and responsibilities but also the company generally’. One nomination adds: ‘She is astoundingly commercial, balancing legal risk with practical objectives and outcomes, being as pragmatic as possible but always pushes for the best result for her company whether that be financially or legally or both. All this while being a new doting mother and all in her early 30s.’
"How recruitment should be done"

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Transport, Logistics and Industrial

Clare Chadwick
Senior Legal Counsel
API Group

Chadwick has been an in-house lawyer for under three years and has already overseen the £45m sale of her previous employer, nursery provider Kidsunlimited, which contributed to her winning the Commerce & Industry Group North West Young In-house Lawyer of the Year Award 2013.

Within Chadwick’s first 12 months at Kidsunlimited, a proposal to sell the business was announced, and she worked closely with the commercial director in preparing the business for sale. She ran the data room, and oversaw the sale purchase agreement and disclosure process.

At foil and film manufacturer API, which she joined in October 2013, the company has recently undertaken a large refinancing in which Chadwick managed the legal process.

‘Clare consistently displays strong leadership skills, and this was clearly demonstrated when [at Kidsunlimited] she initiated and delivered a training programme to 64 managers nationally,’ says one nomination.

‘She focused on a range of employment issues that she had identified as key to the business. To progress the programme she got backing from both senior management, as well as local managers. By focusing on up-skilling managers in employment issues, Clare showed initiative and impressive legal knowledge, especially given her background of general commercial law.’

Tom Barr
Senior Legal Counsel
Rentokil Initial

Barr is described as ‘able to deal with whatever the business throws at him’ and ‘calm in a storm with a focus on delivery to the business.’ At Rentokil Initial, Barr has intensified and managed a global compliance programme, dealing with different cultures across the globe, winning friends, respect and buy-in among colleagues along the way.

Barr is also responsible for the company’s legal work in Asia, corporate governance, establishing a waste recycling company in the US, employment advice and managing the group debt recovery function.

‘Talented at Wragge & Co, Barr is noted as an extremely commercial and astute lawyer, flexible with a “can-do” mentality, and he particularly stands out for working closely with the business, winning the commercial teams over in the process. Barr, who joined the 60,000-staff, UK-based support services company in January 2009, is also simply described as “an asset to Rentokil”.

Robbie Payne
Director, General Counsel
Josephope – Supply

Payne has very strong knowledge of the law across a broad range of subjects and understands the dynamics, risks and commercial position of the businesses within the GKN group that he supports and makes sound judgments based on that understanding.

‘The equity capital markets and M&A lawyer is described by one market commentator as a “very easy guy to get along with, who is a loyal team player and has a great sense of humour”.

Payne’s career achievements at GKN, which he joined from Wragge & Co in 2007, include his significant role in the £635m acquisition of Volero Aeros and its related equity, bridge and bond take-out financing, together with taking on the legal side for the integration project.

Rebecca Radford
Legal Director, Commercial
Royal Mail

Reporting to general counsel Neil Harbury, Radford has been instrumental in leading the Royal Mail commercial team through a period of intensive change that has seen the group undertake rigorous and lengthy preparations for a public listing before eventually floating in 2013.

Radford’s nomination is backed by both in-house and private practice sources, with one Magic Circle partner commenting: ‘Rebecca is bright, proactive, commercial, friendly and a breath of fresh air. All of our lawyers who go on secondment to Royal Mail speak highly of her.’

A further supporter adds: ‘A superb in-house lawyer – bright, commercial and pragmatic and also a pleasure to deal with for external lawyers.’

Theeba Ragunathan
Director and Head of Legal Services, UK and Ireland

Noted by peers as having ‘a sharp intellect and with the ability to work seamlessly with colleagues and external counsel’, Ragunathan has an ability to deliver excellent results on complex transactions and manage large projects across borders. She has worked tirelessly since her arrival and one of her advocates says: ‘Dragados is now established as a force to be reckoned with in the UK construction industry from close to a standing start a couple of years ago.’

Ragunathan joined the Madrid-headquartered construction company in 2012 from Carillion having started out at Linklaters and Myres Fletcher & Gordon, and spent two years as a solicitor at boutique West End firm William Sturges & Co. While at Carillion she was the lead lawyer on a number of PPP/PFI deals, including the Building Schools for the Future Programme. As the first lawyer on Carillion’s leadership programme, Ragunathan spent six months on secondment to charity Business in the Community, where she sat on the panel of key contractors at the King’s Cross development programme, set up with the likes of Network Rail and Argent. Her sector experience includes rail, health, defence and roads.

Dan Kayne
Senior Legal Counsel
Network Rail

Kayne, who has been at Network Rail since 2007, is described as a future leader of the Network Rail business’, following the commanding presentation at Network Rail’s new panel lawyers’ day. Appointed as one of three route leaders in a Restructured Network Rail team, Kayne also manages residual pre-restructuring workloads and, according to one commentator, balances great legal intellect with a flexible and commercial approach.

‘Able to respond quickly to the needs of the business and mobilise panel-firm resources to meet time-critical demands, Kayne – who qualified at Doughty – is described as having a warm personality, which encourages people to respond positively to him and want to work for him.’
NATASHA FRANKLIN
COMPETITION LAWYER
BRITISH AIRWAYS

Franklin is an astute competition lawyer who does not leave any stones unturned in any anticipated, threatened or pending competition litigation.

As one lawyer who has worked with her recently says: ‘With her, you know that all angles of a case will be covered. She is also extremely nice to work with.’

The former Jones Day and Mayer Brown senior associate is currently working on a highly sensitive precedent-setting case with potential ramifications for the entire airline business.

CELIA GOUGH
CHIEF LEGAL OFFICER AND COMPANY SECRETARY
VEOLIA ENVIRONNEMENT UK

Gough has been heavily involved in Veolia’s integration of its water and waste business and has ably led a team of more than ten lawyers during a period of internal upheaval.

According to one private practice partner: ‘She is an outstanding lawyer, a good manager and she works very hard.’

Gough’s highly developed leadership and interpersonal skills have stood her in good stead as the merger of different parts of Veolia’s business have brought together the various limbs of its legal team and Gough has achieved the transition to UK chief legal officer with assurance.

JEREMY BERENZWEIG
SENIOR COUNSEL
CUMMINS

Berenzweig is head of legal for Cummins Power Generation, a global business leader dedicated to increasing the availability and reliability of electric power around the world.

Reporting to Cummins’ US-based general counsel Sharon Barner, Berenzweig – who has a broad range of experience across multiple legal disciplines, including M&A, joint ventures, distribution agreements, supply agreements, litigation, competition law, product safety and global regulatory compliance programs – manages a team of eight lawyers, three in the US, two in South Africa, one in Singapore and two in Australia.

Berenzweig’s team is responsible for all legal matters for Cummins’ power generation and distribution unit, as well as real estate and all legal matters in the South Pacific, Africa and North-East and South-East Asia. He is among a small group of leaders at Cummins selected for a two-year executive development program run by the chief executive, and has recently led a global initiative to train all Cummins’ joint venture directors (more than 100 people) on their duties and responsibilities.

The former Dechert M&A associate and head of legal at sports.com has led or been a member of teams that created the company’s first legal panel, rolled out global training initiatives, developed and implemented new standard form contracts, developed annual legal plans/budgets and improved the law department’s processes and procedures.

JOHN EVANS
SOLICITOR
TNT POST UK

As a solicitor at one of Royal Mail’s main challengers in the UK, Evans draws plaudits for deftly dealing with a vast array of legal matters from M&A to Data Protection Act issues. He has also set up a well-regarded training programme on commercial and competition law considerations. All this is in addition to advice on day-to-day agreements with a very diverse customer and supplier base.

Formerly with full-service Reading practice Field Seymour Parkes, one of his supporters says he is ‘efficient, responsive, and understands the business and commercial imperatives of the company’.

JEREMY BERENZWEIG
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CUMMINS

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The view from the top

Legal Business returned to its original GC Power List and other legal heads who have already climbed the ladder for insight into career development and how they try to help their star performers reach their potential

Ed Smith
General counsel, Telefónica UK
‘...on developing the next generation...’
I have regular career conversations with every member of my team to understand and discuss their ambitions and help them form their own realistic development plans. The deals I’ve got with my team is that they do what I say and promotion is form their own realistic development plans.

Philip Bramwell
Group general counsel, BAE Systems
‘...on the road to general counsel...’
We have invested a lot of time and effort in a six-dimensional capability matrix for our lawyers, which takes them from two years post-qualification experience through to general counsel level — a whole career competency framework. When we’re recruiting junior lawyers — and most of the lawyers we recruit are at the junior level because we prefer to an extent to grow our own — we look for nascent capabilities in each of these areas, for example, technical skills or the ability to build strong relationships inside and outside the business.

‘...on training younger lawyers...’
As you work your way up through the business, you have a ladder of capability that you see ahead of you and that you can identify.’

Robert Blok
Group legal director, Virgin Group
‘...on external sources...’
We lean on our panel law firms for the free training they provide and we do a legal forum once a year for all in-house teams across the Virgin group globally. The external training involves discussing high-level topics, and then more bespoke things, such as tax training with an external firm’s tax team. This could be three two-hour sessions with junior or senior associates, giving the in-house lawyers the additional skills they wouldn’t necessarily get working at a law firm, but need to manage their in-house role. The firms are more than happy to provide small bespoke training on a personal level.”

John Bennett
General counsel, Bank of Ireland
‘...on training rising stars...’
‘Development has more of a focus than it once did. Many organisations have talent programmes where individuals can develop a whole range of skills beyond just technical legal ones. This equips them to make diagonal moves within the organisation as well as vertical ones, applying those skills to a new set of circumstances. (Training and development) starts with creating an environment where it is taken seriously, rather than given lip-service. Everybody has to take a degree of ownership over their own training and development needs and it’s important that general counsel create an environment conducive to that approach. Everybody’s needs are different, so an approach that is tailored to those individual needs within a framework that’s manageable in practice is key. It’s important to treat it as an integral part of performance management rather than an afterthought.’

Benedict O’Halloran
General counsel, European transactions and UK, General Electric
‘...on training rising stars...’
‘As your career reaches certain stages, part of your managerial progress within [General Electric] means there are certain steps and training you will need to complete.’

‘...on external sources...’
We’re fortunate enough to have training a bit like in university or college —type courses. We have a new lawyer orientation course that runs periodically to help people get oriented in the company. For years we have had an advanced business course in finance and accounting, as well as doing case studies to help lawyers develop some knowledge relevant to accounting concepts, which we also started a few years ago. It’s essentially teaching non-legal content with the objective of helping people become strategic advisors to the business.’

‘Success for me is that my successor comes from within Aviva. That will mean working in different parts of the business, or maybe even leaving Aviva and coming back.’

Kirsty Cooper, Aviva
‘...on training rising stars...’

Anthony Inglese
Outgoing general counsel, HMRC
‘...on growing into the role...’
‘You can learn and develop management skills. If you’ve got good people skills, you have an understanding and an interest in people, as well as a good focus on the standards expected of everybody, you can grow into the management role. Early on you do use leadership skills, but management develops over time.’

Kirsty Cooper
Group general counsel, Aviva
‘...on the bigger picture...’
The problem in-house is that it does tend to be a flatter structure, so you need to be able to broaden your perspective in your current role, (whether it’s) taking on other opportunities to do some development outside the legal team, or to informally mentor people who are more junior than you. You do all those things to show that you’re taking the initiative. “Success for me is that my successor comes from within Aviva. That will mean working in different parts of the business, or maybe even leaving Aviva and coming back. You need to broaden yourself out.”’
GC Power List 2013

Legal Business's debut GC Power List focused on group heads of legal and industry veterans. The Power List will return fully updated for 2015

GENERAL COUNSEL

Funke Abimbola
Jonathan Adelman
Jon Alexander
Colin Armstrong
Keith Austin
Andrew Bardot
Simon Barratt
Elizabeth Beese
James Blenkins
Robert Blak
Rupert Bondy
Sarah Booth
Kevin Bourque
Martin Bowen
Claire Carlens
Andrew Carr
Howard Carter
Margaret Casey-Hayford
Margaret Coltman
James Coney
Kirsty Cooper
Edward Davis
Philip Davis
Grant Dawson
Adrian De Souza
Richard Devereux
Catherine Dixon
Felix Ehrat
Dan Fitz
Leonie Fleming
Hugh Ford
Andrew Garard
Andrew Garner
Nick Grant
François Graux
David Greenwald
Jayne Hammend
Mark Harding
Jacqueline Hill
Carol Hui
Sajid Hussain
Mark Hynes
Anthony Inglesse
Robert Ivens
Roger James
Paul Jenkins QC
Jonathan Jowett
Vivienne King
Janet Langford Kelly
Katherine Laurenoon

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LABROKES
LLOYDS BANKING GROUP
MERLIN ENTERTAINMENTS GROUP
DHL
INTERNATIONAL GROUP OF P&I CLUBS
WHITEBREAD
SEEGRO
EVERYTHING EVERYWHERE
VIRGIN
BP
HAMMERSO
DVB BANK
DYSON
SIEMENS
SELLAFIELD
TRANSPORT FOR LONDON
JOHN LEWIS PARTNERSHIP
PRUDENTIAL
BSKYB
AVIVA
AXA UK
CABLE & WIRELESS WORLDWIDE
CENTRICA
LAND SECURITIES
INTEL
NHS LITIGATION AUTHORITY
NOVARTIS
BT
RBS GROUP
CAPITAL SHOPPING CENTRES
ITV
ASSOCIATED BRITISH PORTS
SAINSBURY'S
INTERNATIONAL POWER
GOLDMAN SACHS
BURY METROPOLITAN BOROUGH COUNCIL, NORTH WEST LEGAL CONSORTIUM (WV)
BARCLAYS
GAZPROM MARKETING AND TRADING
HEATHROW
BANK OF AMERICA MERRILL LYNCH
LONDON BOROUGH OF LAMBETH
HM REVENUE & CUSTOMS
MARKS & SPENCER GROUP
VIACOM
THE TREASURY SOLICITOR’S DEPARTMENT
GREGGS
THE CROWN ESTATE
CONOCOPHILLIPS
LEGAL & GENERAL PROPERTY

Marcus Lee
Maria Leitner
Stephen Lermer
Stuart Lewy
Andrew Levy
Karen Linney
Paul Lister
Jane MacLeod
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Rosemary Martin
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Leon Shelley
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Nicolas Taylor
Jerry Temko
Geoffrey Timms
Humphrey Tomlinson

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ASTRAZENECA
LLOYD’S OF LONDON
OFFICE OF FAIR TRADING
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LONDON BOROUGH OF BARNET AND HARRO
LONDON BOROUGH OF SUTTON
BRITISH HEART FOUNDATION
ROYAL DUTCH SHELL
ANADARKO PETROLEUM
COLT GROUP
GROSVENOR
WESTFIELD SHOPPINGTOWNS
DEUTSCHE BANK
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ASTELLAS PHARMA EUROPE
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DIRECT LINE INSURANCE GROUP;
RBS INSURANCE
ACE EUROPEAN GROUP
LEBARA GROUP
BG GROUP
RUGBY FOOTBALL UNION
QATARI DIAR
LLOYD'S BANKING GROUP
XL GROUP
KENT COUNTY COUNCIL
EASYJET
NETWORK RAIL
INTERROUTE
SMITH & NEPHEW
AEGIS GROUP
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