where General Counsel go for specific advice

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Welcome to our inaugural GC Power List: a collection of 100 of the most interesting and influential in-house lawyers in business today.

This report provides a snapshot of some of the most powerful legal advisers to companies across ten key business sectors. In compiling this report, we spoke to an array of leading law firms that specialise in each industry sector and canvassed the opinion of hundreds of partners. We have not ranked individuals in order of preference, or provided subjective views on ability, but simply identify ten lawyers in each sector that every private practice lawyer should know.

The industry sectors and the business structures of many of the general counsel and senior in-house advisers profiled here may be very different but many are united by common concerns, such as: ‘How do I ensure I offer a comprehensive service to my board?’; ‘How much of our legal work should I retain in-house?’; and, the perennial favourite: ‘How do I extract more value from our external legal advisers?’ Some thoughts on these key issues can be found on these pages, straight from some of the most experienced professionals. And private practice lawyers would do well to heed their words.

Make no mistake: the profile of general counsel has improved significantly and irreversibly over the last decade. Individuals such as Mark Harding at Barclays have ensured that the in-house legal community has a voice and that voice is heard. There was a time when private practice lawyers looked down their noses at their in-house counterparts. The logic went that in-housers had swapped the fat fees of private practice for an easier life that would let them get home in time for tea. But not anymore. Over the past few years, the role of the in-house lawyer has grown from taking a back seat to outside counsel to becoming the true powerbrokers in their respective fields.

In our recent GC survey, available at www.legalbusiness.co.uk (if you would like a PDF or hard copy please get in touch), we reported that in-house lawyers are caught between a rock and a hard place. Legal budgets remain largely unchanged as finance directors keep a tighter hold on the purse strings, but at the same time workload has increased because companies have to face more and more regulatory and compliance issues.

As a result, GCs definitely have to be more proactive in managing their business and demanding more bang for their buck from their law firms. Meet the individuals that can balance those conflicting demands better than most.
Increasingly I realise just how easy some of us in private practice have it compared to general counsel (GC) and in-house lawyers.

Law firms and their lawyers are inclined to be change resistant. Professional experience has conditioned them to be sensitised to the potential downsides arising from a course of action in preference to embracing the likely upsides. And even when they do accept that change is inevitable, often it’s a painfully slow process to effect – it’s hard enough to halt the progress of a supertanker, let alone change its course.

By contrast, GCs simply don’t have the luxury of slow change. As the last five years have shown, in-house teams and GCs in particular are compelled to adapt, learn new disciplines and take on additional responsibilities at a speed dictated by their board and other stakeholders. It’s a case of change fast, adapt, or die.

So, cards on the table, I envy both the GCs’ compulsion and ability to react quickly to change and I admire the way in which most of our legal peers in industry have reinvented themselves over the past few years.

It would be an oversimplification, though, to assume that all law firms are the same. Some have caught on, and are reflecting the changed nature and scope of in-house teams. These modern firms are leaner and more nimble – and consequently more efficient. They are the ones emerging from the financial downturn stronger and better evolved to meet the constantly changing needs of their clients.

The boom years following the turn of the millennium bred a degree of complacency in private practice. But the lessons some have learned following the downturn are creating a new breed of law firm that is better geared to deliver what clients really need and want.

But, as the achievements of this impressive list of 100 in-house leaders show, GCs are the ones dictating the pace. Like those firms that saw the global financial crisis as an opportunity as much as a risk, this report showcases those GCs who have moved with the times and are reflecting the changed nature and scope of the services they commission.

And as this difficult environment has continued, so the role of the GC has had to expand beyond that of simple legal adviser, or even risk manager. The very best GCs are now valued members of their companies’ strategic management teams.

The view from my side of the fence is that GCs have become far more sophisticated buyers of external advice as they’ve been forced to work smarter with shrinking budgets and increasing workloads. The watchword now is ‘value’ not ‘price’. Although there will always be competition on rates, GCs are looking increasingly at the effectiveness and impact of the services they commission. In a demanding world, a commitment from law firms to delivering excellent service, consistently and reliably, will be a significant factor when GCs come to choose their advisers.

What I see is that GCs, as experienced purchasers of legal services, are increasingly focusing on how their legal spend is allocated – both internally and externally – and are far more demanding of their external advisers, looking for greater certainty on the value of what they are buying. They still want quality, but quality delivered at the right price. And rightly so.

Just as GCs are more demanding of their advisers, so management teams are more demanding of GCs. In business, most decisions come with an element of risk. And the increasingly stringent legal and regulatory environment adds to the list of risks, meaning the C-suite are turning ever more to their GCs as key advisers, tasked not only with counselling on the implications of present risk on their business, but giving their insight into likely future risk, too.

In private practice, we need to ensure we’re set up both intellectually and operationally to properly support our clients in this new reality. Just as GCs are increasingly seen as trusted advisers to their management boards, so we need to develop to offer the individual legal and commercial expertise, practice bench strength, and personal service that GCs expect from their advisers.

Private practice lawyers need to have a thorough understanding of the commercial context in which their clients operate. We need to have the knowledge and expertise to offer commercial solutions to today’s commercial problems, being proactive rather than reactive when it comes to dispensing advice that is specific and to the point.

Many have only just started out on this journey of change, so the time is now ripe for GCs and their external advisers to work closely together to shape enduring and profitable relationships, for both parties.
Few general counsel attract the levels of respect from fellow in-house lawyers that Mark Harding, group general counsel at Barclays, commands. He was the first chairman of the GC100, which elevated his profile among his in-house counterparts, and he remains active in the organisation. He firmly believes that the in-house community has a duty to work together to reform the relationship between the client and private practice firms.

‘Before I joined, Barclays had started down the route of having strong relationships between panel firms. That gives you the ability to drive commercial terms that benefit the business,’ he says. ‘If clients want things to change they need to take responsibility and over the last two to three years (and I don’t think it is a coincidence that this has coincided with the tough economic climate) we’ve had more opportunity to do that.’

In July 2011, Harding established a roster of nine legal panels to manage the bank’s relationships with external counsel. Those arrangements will last until June.

“We’re keen to create incentives to get law firms to provide better services but it’s a process and we’ve not reached the end yet,” says Harding. “However, we’re much more horses for courses now, we separate out the lower value and higher value work and we’re much more thoughtful about allocating that.’

Mark Harding
Group general counsel
Barclays

Law firms used: Barclays has an extensive list of nine specific panels, including Addleshaw Goddard, Allen & Overy, Cleary Gottlieb Steen & Hamilton, Clifford Chance, DLA Piper, Freshfields Bruckhaus Deringer, Hogan Lovells, Linklaters, Shearman & Sterling, Simmons & Simmons, Sullivan & Cromwell

2003-present: Group general counsel, Barclays
2000-03: Finance partner, Clifford Chance
1996-2000: Global general counsel, UBS Warburg
1980-96: Solicitor, Clifford Chance
Stuart Levy
Chief Legal Officer and Group Managing Director, HSBC Holdings

Stuart Levy joined HSBC in London in January 2012. His hire was a key part of HSBC’s efforts to restructure, reform, and bring on board new leadership to implement HSBC’s new global business strategy and respond most effectively to high-profile investigations in the US.

During his first year at the bank, Levy successfully led HSBC in reaching a global settlement with US and UK authorities regarding their investigations into HSBC’s compliance with anti-money laundering and sanctions laws. He also formulated, in co-ordination with the bank’s chief risk officer, a strategy to overhaul HSBC’s standards for managing financial crime risk and ensure the implementation of those standards across HSBC’s affiliates worldwide. The implementation of that strategy is underway and remains a high priority for the bank’s leadership. Levy has reorganised the bank’s global legal function in order to align it more closely to the bank’s leadership. Levey has reorganised the bank’s legal teams to ensure they are better aligned with the bank’s priorities and strategies.

Sajid Hussein
EMEA General Counsel, Bank of America Merrill Lynch

Sajid Hussein’s experience at Bank of America Merrill Lynch has certainly prepared him for exciting challenges. When he joined Bank of America in 2005, he couldn’t have known that within three years he would be working on one of the biggest deals of his life.

‘Undoubtedly Bank of America’s acquisition of Merrill Lynch at the height of the 2008 financial crisis was a career highlight,’ he says. ‘It certainly taught me that nothing is impossible if you have the right team in place, and the value of perseverance.’

Hussein’s business nous is evident in his approach to outsourcing legal work and he understands how in-house lawyers now need to be much more at the cutting edge of the action.

We are becoming more and more integral to decision-making processes with regulatory and legislative imperatives dictating strategy to a greater extent than ever before,’ he says. Hussein’s business nous is evident in his approach to outsourcing legal work and he understands how in-house lawyers now need to be much more at the cutting edge of the action.

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KAREN LINNEY
EMEA General Counsel, JPMorgan Chase

Described as ‘a safe pair of hands in a turbulent market’, Karen Linney is fair but expects value from external counsel.

‘We will always pick the best firm for the task but, despite what they sometimes seem to think, we try to be fair about allocating work among our preferred firms,’ she says.

It’s no surprise that firms are chomping at the bit for mandates: in October 2012 JPMorgan Chase reported record profits.


David Greenwald
Deputy General Counsel and International General Counsel, Goldman Sachs

‘In-house counsel are now acting more and more as critical advisers to the businesses that they cover,’ says David Greenwald, who has been deeply involved in helping his bank recover from the credit crunch. ‘They understand the business itself, the law applicable to it, the company’s culture and hot buttons so they can provide comprehensive advice.’

Regulatory reform continues space and Greenwald adds that it is senior in-house counsel, who know the business inside out, who must take responsibility for steering banks through the minefield.

Of course regulatory changes and sluggish markets can make a real dent in profits, making value for money an even greater concern when it comes to instructing external counsel. And that doesn’t just mean cost.

‘We instruct firms with the particular expertise that we need, that we know have worked on similar matters before, and that we know well and that know us well,’ he says.

EMMA SLATTER  
GENERAL COUNSEL FOR UK AND WESTERN EUROPE  
DEUTSCHE BANK

Although Emma Slatter was only appointed GC for UK and Western Europe in May 2010, one banking partner describes her as spearheading a ‘leading in-house team that is at the forefront of innovative transactional support, regulatory-driven initiatives and external counsel management’.

Slatter kicked off a full-scale law firm review shortly after taking on her current role in 2010, something that the bank is known to do regularly reassessing its legal advisers on a global, jurisdictional and product level.

Law firms used: known panel firms include Allen & Overy, Ashurst, Clifford Chance, CMS Cameron McKenna, Freshfields Bruckhaus Deringer, HoganLovells, Latham & Watkins, Linklaters, Simmons & Simmons, Slaughter and May, White & Case


LEONIE FLEMING  
GENERAL COUNSEL FOR CORPORATE BANKING, GLOBAL RESTRUCTURING GROUP AND ULSTER BANK  
RBS GROUP

One law banking partner says that Leonie Fleming ‘falls into the “very influential” bracket due to her position, but also the “up and coming bracket”’, because I feel she has further to go at RBS. There’s no doubt that she has won praise for her adept handling of complex regulatory issues during a difficult few years for the bank.

In October 2012, RBS announced the results of its long-running panel review. By reducing its number of sub-panels from 13 to five it has significantly lowered the number of law firms on the panel from around 100 previously to between 35 and 60 now.

Law firms used: panel firms include Allen & Overy, Ashurst, Berwin-Leighton Paisner, Clifford Chance, Eversheds, Freshfields Bruckhaus Deringer, Herbert Smith Freehills, Jones Day, Latham & Watkins, Linklaters, Simmons & Simmons, Squire Sanders, Steptoe & Johnson, Travers Smith, Watson, Farley & Williams


ADRIAN MARSH  
HEAD OF LEGAL  
ING UK

As UK legal head for Dutch bank ING, Adrian Marsh has sat at the epicentre of the industry’s divestment trend, as a condition of ING’s receipt of state aid following the credit crisis, the EU required that it dispose of its insurance and investment management operations.

Barclays also recently took over the online retail banking arm of ING, ING Direct UK, with Freshfields Bruckhaus Deringer advising ING opposite Linklaters for Barclays.

Marsh doesn’t believe in making radical changes to his panel of external law firms. ‘Our legal panel was last formally reviewed three years ago; we’re not great fans of chopping and changing’, he says. ‘We believe in loyalty and developing the relationship. I know people talk about cost but the quality of advice is the fundamental thing at the end of the day.’


1992–present: Head of legal, ING UK


JON ALEXANDER  
HEAD OF LEGAL, LENDING SUPPORT, COMMERCIAL BANKING  
LOYD’S BANKING GROUP

As head of legal at one of Britain’s ‘big four’ banks, Jon Alexander at Lloyd’s Banking Group already enjoys a high profile within banking circles, but he has been particularly sought after during the past few months. As one banking partner recently put it: ‘He is one of the most powerful in-house lawyers as he is a decisive influence on the numerous “pass-through panels” of Lloyd Banking Group, which will be decided on over the next few months.’

Alexander is also widely respected for having ‘deep knowledge of the strength and weaknesses of law firms, and of the requirements of Lloyds both now and in the future’.

Law firms used: panel currently under review but bank is known to use Allen & Overy, Ashurst, Clifford Chance, CMS Cameron McKenna, Eversheds, Herbert Smith Freehills, Hogan Lovells, Linklaters, Mayer Brown, Norton Rose, SNR Denton

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After eight years with SUEZ, there is no doubt that François Graux has earned his stripes. He has steered the company through mergers with Gaz de France in 2008 and then 2012’s tie-up with International Power, which saw it become part of the world’s largest independent utility company.

‘As business lawyers, our daily challenge is to be business facilitators and guardians of the interests of the company at the same time,’ he says. ‘Dealing with regulatory uncertainty is at the heart of our mission and is a fundamental driver for the energy sector.’

In addition to the usual day-to-day regulatory pressures, which are part and parcel of being a major player in the energy industry, Graux has also had to handle the inevitable political burden that comes with being a partially state-owned entity. The government still owns around 35% of the company, which makes value for money essential when instructing external counsel.

‘We look for availability, reliability and the highest quality, all at competitive rates,’ confirms Graux. ‘Experience of the sector is clearly important. Conflicts of interest, alternative fee arrangements and additional services provided by the firm also guide our decision making.’

Law firms used: Clifford Chance, Linklaters, Shearman & Sterling.

- 2011-present: General counsel and company secretary, International Power
- 2009-11: General counsel, EDF Energy Europe & International
- 2003-09: General counsel, SUEZ Energy International
RUPERT BONDY
GROUP GENERAL COUNSEL
BP

Few general counsel are as well-known outside their industry as Rupert Bondy at BP – he is a clear example of a legal director that operates in a secretarial rather than a GC role.

Following the Deepwater Horizon oil spill in the Gulf of Mexico in 2010, Bondy oversaw the company’s risk management strategy, effectively steering its emergency response from the beginning of the crisis through to the eventual financial settlement.

Although originally a corporate lawyer – Bondy began his career in the M&A department at Morrison & Foerster and then Lovells before moving to SmithKline Beecham in 1995 – he has demonstrated that he is more than adept at managing the legal function from a contentious angle.

Rupert must have faced the toughest challenges of any GC and has expertly applied both his oil industry knowledge and judgement for BP, says one leading energy partner.

■ Law firms used: CMS Cameron McKenna, Field Fisher Waterhouse, Freshfields Bruckhaus Deringer, Herbert Smith Freehills, Linklaters, McGrigors, Norton Rose, Olswang

GRAHAM MARTIN
GENERAL COUNSEL AND COMPANY SECRETARY
TULLOW OIL

‘If you cut Graham Martin he would bleed Tullow Oil,’ says one leading energy lawyer. Martin is clearly committed to a company that he has been associated with since his private practice days at Vinson & Elkins in the eighties, which has exploration and production assets in 23 countries, including Africa, Europe, South Asia and South America.

‘The key issue currently affecting our business is the general global economic uncertainty and the effect that has on investment,’ says Martin. ‘While the oil and gas sector is not in recession, macroeconomic risks remain unusually high.’

And despite the global spread of Tullow’s business, Martin is not necessarily looking for the seamless international service of global law firms and prefers a more bespoke approach.

‘It has always been horses for courses for us,’ he says. ‘We use who we think is best placed to advise on a particular matter in a particular jurisdiction.’


PETER REES QC
LEGAL DIRECTOR
ROYAL DUTCH SHELL

In 2010 Shell’s legal director Beat Hess retired, leaving big shoes to fill, so the oil major took the unusual step of hiring arbitration specialist Peter Rees QC.

‘There is no doubt the hire of a highly respected disputes specialist was timely. As risk management climbs up the corporate agenda, the company has become increasingly vulnerable to litigation and with lawyers in more than 40 countries and operations in over 80 countries, Rees has a method of outsourcing legal work inherited from Hess.’

‘My predecessor created a global panel system for our major, global work consisting of Clifford Chance and Allen & Overy for corporate transactions, Simmons & Simmons for projects, Hogan Lovells for disputes and Jones Day for antitrust,’ says Rees. ‘What I have learned, however, is that far more major deals can be handled entirely by in-house lawyers than I ever thought possible – and that is what we do with the vast majority of our transactional work.’


ANDREW CARR
HEAD OF LEGAL SERVICES
SELLAFIELD

Andrew Carr is modest about the pressures of being one of the most high-profile general counsel in the country, but few industries have experienced the dramatic swings and roundabouts of the nuclear sector. It is important for Carr that external counsel understand the unique demands of the industry.

The company has an annual legal spend of between £750,000 and £1m, and a 12-strong in-house team. Carr is strict on transparency. ‘We have a standardised procedure in terms of clarity around quotes: we need to understand and review the quote to ensure we’ve satisfied the bills we’re receiving, and the advice that we’re getting, match up to provide value for money,’ he says.

JANET LANGFORD KELLY
SENIOR VICE PRESIDENT, LEGAL, GENERAL COUNSEL AND CORPORATE SECRETARY
CONOCOPHILLIPS

Janet Langford Kelly is revered as one of the leading in-house international lawyers on complex energy matters with 25 years’ experience in the industry. ‘I don’t know if there is any straight ’path’ to becoming a GC, it is often as much luck as preparation,’ she says. ‘Work extremely hard at your craft; become an extremely good lawyer first. Develop a genuine interest in business – I think what separates good lawyers from good general counsel is a deep abiding interest in the business you’re associated with.’

Prior to her joining the oil major, she was a partner at Sidley & Austin in Chicago and moved in-house at Sara Lee Corporation in 1995 and then Kellogg Company in 1999, before moving to Knart Corporation in 2003.


GRANT DAWSON
GENERAL COUNSEL AND COMPANY SECRETARY
CENTRICA

Since Centrica’s demerger from British Gas in 1997, Grant Dawson has ‘made the role his own’, according to one energy partner. This includes leading the way with his advice on deals covering the full spread of power supply and generation, including Centrica’s joint venture with EDF Energy in 2009 and the acquisition of Venture Production.

As the longest-serving member of Centrica’s executive committee his loyalty is unquestionable and as such has been instrumental in helping transform Centrica’s position from a UK gas supplier to an international energy service company. He is responsible for 170 people working in legal, regulatory, compliance and the secretarial team.


ROBERT REEVES
GENERAL COUNSEL
ANADARKO PETROLEUM

Robert Reeves, the general counsel at oil and gas exploration company Anadarko Petroleum is highlighted as ‘carrying a lot of weight in the industry’. With more than 30 years of legal and management experience under his belt, Reeves has responsibility for the company’s legal, government relations, public affairs, information technology and administration functions.

His more recent role advising Anadarko in its liability dispute with BP following the Gulf of Mexico oil spill has seen his profile skyrocket. Previously Reeves served as executive vice president, GC and company secretary with Ocean Energy and its predecessor companies from 1993 to 2003 prior to Ocean’s 2003 merger with Devon Energy company.

2004-present: General counsel, Anadarko Petroleum
1997-2003: Executive vice president, general counsel and company secretary, Ocean Energy

JACQUELINE HILL
GENERAL COUNSEL
GAZPROM ENERGY MARKETING & TRADING

Identified as a ‘smart lawyer with a broad international perspective’ and a ‘rising star of the industry’, Jacqueline Hill has been the GC for the UK subsidiary of the Russian gas giant Gazprom since 2006 after moving from EDF Trading.

Hill started building the legal team from just two staff to over 30 today in legal and compliance globally. Going forward, she says that a key source of inspiration for her and her team is ensuring that the company is properly supported in developing strong relationships with its Russian parent while the Gazprom Group undergoes a significant restructure and faces a plethora of regulatory demands.

June 2006–present: General counsel, Gazprom Energy Marketing & Trading
2003-06: Senior legal counsel and compliance officer, EDF Trading
2001-02: Associate, Slaughter and May

GRAHAM VINTER
GENERAL COUNSEL
BG GROUP

Described as ‘such a big name that his views will always get taken seriously both inside and outside the company’ and having spent the best part of two decades as a partner at a Magic Circle firm, Graham Vinter has high expectations of his external legal panel firms. With an external legal spend of $30m–40m worldwide each year at BG Group he is particularly keen that firms have a deep understanding of the oil and gas industry and the cost pressures clients are under.

‘We are open to suggestions on new ways of working,’ he says. ‘I think there is still a long way to go with outsourcing and partnering concepts on some matters. We should probably be exploring more effective partnering and integration between in-house and private practice teams.’

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Funke Abimbola made the leap from private practice to in-house at the beginning of last year and hasn’t looked back since. She says that she is the ‘only non-medic’ in her family and has consequently found her home at the pharmaceutical giant.

She now heads up a team of six that tries to retain as much work in-house as possible. ‘This, she says, is a matter of policy as part of an ongoing efficiency drive that she has instigated since joining Roche and also a means of fostering closer relationships between the lawyers and commercial and scientific experts within the organisation and demonstrating their understanding of the business.’ We only outsource work if a matter is complex and requires niche expertise or intense man-hours that cannot be resourced in-house,’ she says.

Abimbola does not have a formal legal panel but instead has a number of firms that she prefers to instruct regularly. ‘They are all firms who know and understand our business and have significant experience of advising within the pharmaceutical sector,’ she adds.

Highlights for Abimbola and her team include providing legal advice throughout 2012 on two new strategically important oncology products due for launch in early 2013. ‘Our advice has really shaped the nature and manner in which we launch these products while also accommodating commercial considerations,’ she says.

Law firms used: Arnold & Porter, Berwin Leighton Paisner, Covington & Burling, DAC Beachcroft, Eversheds, Herbert Smith Freehills, McCann FitzGerald

2012-present: Managing counsel (UK & Ireland), Roche Products
2008-11: Senior solicitor, IBB Solicitors
2006-07: Assistant, Pictons
2001-05: Assistant, Campbell Hooper
With an in-house career at pharma companies spanning more than 20 years, Jerry Temko is one of the most experienced GCs in the sector.

With experience comes proportionate lawyering and commercial risk management and Temko says the secret to his success in his role is ‘establishing the right balance between commercial risk and legal protection and compliance, which is just a skill developed over time’. He took on the main legal role when two Japanese pharma companies – Fujisawa and Yamanouchi – merged to form Astellas Pharma Europe in 2005. Since then Temko has rarely felt the need to tinker with his preferred line-up of panel firms.

‘Our focus is more on the ongoing performance of individual lawyers at the firms we use and we would never forsake longstanding relationships for short-term economies,’ he says.

- Law firms used: Arnold & Porter, Covington & Burling, Heffmann Eitle, Mayer Brown, Osborne Clarke, Wragge & Co
- 2008–present: Vice president, general counsel and compliance officer, Astellas Pharma Europe
- 2005–08: General counsel and chief compliance officer, Astellas Pharma Europe
- 1999–2003: Division senior counsel, Invensys
- 1996–2002: General counsel Europe, Yamanouchi
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- 1996–2002: General counsel Europe, Yamanouchi
- 1999–2006: Senior partner, Bär & Karrer
- 1987–92: Partner, Bär & Karrer

Jerry Temko is one of the most experienced GCs in the sector.

With an in-house career at pharma companies spanning more than 20 years, Jerry Temko is one of the most experienced GCs in the sector.

With experience comes proportionate lawyering and commercial risk management and Temko says the secret to his success in his role is ‘establishing the right balance between commercial risk and legal protection and compliance, which is just a skill developed over time’. He took on the main legal role when two Japanese pharma companies – Fujisawa and Yamanouchi – merged to form Astellas Pharma Europe in 2005. Since then Temko has rarely felt the need to tinker with his preferred line-up of panel firms.

‘Our focus is more on the ongoing performance of individual lawyers at the firms we use and we would never forsake longstanding relationships for short-term economies,’ he says.

- Law firms used: Arnold & Porter, Covington & Burling, Heffmann Eitle, Mayer Brown, Osborne Clarke, Wragge & Co
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FRANCESCA YEOMANS  
EUROPEAN LEGAL COUNSEL  
SMITH & NEPHEW

During her time with the medical devices company, Francesca Yeomans has established a successfully functioning department after starting out as the company’s sole lawyer outside the US. She reports to the US global legal team, which comprises 16 lawyers, six paralegals and nine IP attorneys.

Smith & Nephew doesn’t have a formal legal panel and the list of firms that it uses is non-exhaustive. External advisers are regularly reviewed. ‘We tend to appoint based on strength and experience of individuals rather than firms,’ she says. ‘If a particularly good individual within a law firm moved on, it may well mean that we might reconsider that law firm. What we’re really choosing is expertise; we’re not going for brand.’

‘If we can make a business case for retaining matters in-house then we will do that,’ she adds. ‘We are under the same economic pressures as everyone else; internal recruitment is as difficult as is managing the external legal spend budget. We try to be creative in finding ways to empower our business customers.’

Law firms used: Baker & McKenzie, CMS Cameron McKenna, Freshfields Bruckhaus Deringer, Hogan Lovells, Sidley Austin  
2008-present: European legal counsel, Smith & Nephew  
2002-08: UK legal manager, Smith & Nephew  
1997-2002: In-house legal adviser, Smith & Nephew  
1995-98: Lecturer, Leeds Metropolitan University

ADAM McARTHUR  
SENIOR COUNSEL, STRATEGIC PARTNERING AND BUSINESS DEVELOPMENT  
ASTRAZENECA

Adam McArthur has ten years’ experience at two of the world’s most prominent pharmaceuticals companies: Novartis and now AstraZeneca. He is part of a 22-strong legal team responsible for global business development activities in respiratory, inflammation and ophthalmology. Work includes all aspects of IP exploitation, licensing deals, spin-outs, research collaborations, M&As, and product divestments. One of McArthur’s recent work highlights is the 2011 sale of AstraTech to Dentsply for $1.8bn. McArthur led the team, advised by Paul Maher of Greenberg Traurig Maher in London.

Law firms used: Davis Polk & Wardwell, Freshfields Bruckhaus Deringer, Greenberg Traurig, Maher  
2007-present: Senior counsel, strategic partnering and business development, AstraZeneca  
2005-07: Legal counsel, Novartis  
2003-05: Associate, Wagge & Co

TATJANA MAY  
GENERAL COUNSEL, COMPANY SECRETARY AND EXECUTIVE VICE PRESIDENT  
GLOBAL LEGAL AFFAIRS  
SHIRE PHARMACEUTICALS

Tatjana May has been with Shire Pharmaceuticals, the UK’s third largest drugs group, since 2001, having spent the earlier part of her career in the prestigious surroundings of AstraZeneca, where she was assistant general counsel, and Slaughter and May. In 2008 she was also appointed chair of the corporate responsibility committee.

Sales have grown at least 15% a year in four of the past five years, with more than 30% of Shire’s 2013 revenue of $4.2bn coming from the ADHD drug Adderall XR and its successor Vyvanse. Shire has been the subject of frequent takeover speculation in the last 18 months, with rival drug companies Bayer and AstraZeneca among the many names mooted as suitors.

Law firms used: Davis Polk & Wardwell, Slaughter and May  
2001-present: General counsel, company secretary and executive vice president global legal affairs, Shire Pharmaceuticals  
1995-2001: Assistant general counsel, AstraZeneca

BILL MORDAN  
SENIOR VICE-PRESIDENT AND GROUP GENERAL COUNSEL  
RECKITT BENCKISER

Bill Mordan manages a team of 58 legal professionals in offices in 19 countries for the global company. In 2011 he received the Association of Corporate Counsel’s award for ‘Excellence in corporate practice’, with the ACC describing him as: ‘an invaluable asset to Reckitt Benckiser, Bill has built a strong legal department, developing a departmental structure that not only ensures worldwide compliance, but does so at costs well below the industry norm.’

Highlights for the team include leading the $1.4bn tender offer for Schiff Nutrition, a vitamin and mineral supplements firm, in late 2012. RB made a swift and surprise bid for Schiff after Bayer already announced it was going to acquire the company. Paul Weiss provided external advice.

Law firms used: Eversheds, Herbert Smith Freehills, Lewis Silkin, Resolution, Slaughter and May, Thringes, Paul, Weiss, Rifkind, Wharton & Garrison  
2003-present: Senior vice president and group general counsel, Reckitt Benckiser  
1997-2003: Associate general counsel, Procter & Gamble

DEBORAH PRINCE  
HEAD OF LEGAL AFFAIRS  
BRITISH HEART FOUNDATION

After 12 years experience of in-house roles at Tesco and Which?, Deborah Prince began work for the healthcare charity at the beginning of 2012 as its sole in-house lawyer. This is all a far cry from her early days as a neuroscientist at Imperial College where she spent seven years.

She mainly sticks to her legal panel, and is encouraged to try to keep matters in-house as much as possible. When dealing with particular firms, she says choosing the right lawyer can be a challenge for a GC, and she rates individuals rather than firms as a rule.

‘The best lawyers are those that treat your money as their own,’ she says.

Law firms used: Bates Wells & Braithwaite, DLA Piper, Field Fisher Waterhouse, Gallant Maxwell, Henmans, Slaughter and May, Wardwell, Freshfields Bruckhaus Deringer, Greenberg Traurig, Maher  
2012-present: Head of legal affairs, British Heart Foundation  
2000-06: Head of legal affairs, British Heart Foundation  
1995-99: Lecturer, Leeds Metropolitan University  
1994-95: Assistant general counsel, Tesco  
1990-94: Assistant general counsel, Which?  
1988-90: Junior general counsel, Reckitt Benckiser  
1985-88: Junior legal counsel, Reckitt Benckiser  
1982-85: Legal counsel, Reckitt Benckiser
FTI Consulting delivers insightful multidisciplinary solutions to the complex legal challenges and opportunities that businesses face.

As a global business, FTI Consulting combines the expertise of 3,800 professionals, based in major business centres around the world, with the most innovative technology solutions, plus years of practical experience and know-how. It is this blend that enables FTI Consulting to protect and enhance the enterprise value of clients, no matter where in the world they are located.

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FTI Consulting delivers solutions, based on years of hands-on experience, which are practical, immediate and sustainable. And when problems crop up, clients value the firm’s expertise, independence and creativity in providing critical thinking at the critical time.

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As your trusted advisers, together our professionals devise and develop innovative solutions to help you and your legal team address even the most complex issues.

Badenoch & Clark is running a series of forums to discuss these issues and share knowledge on in-house staffing issues including: how to create ROI on hires, how to monetise a team, methodology on how to select the right hire and how to manage existing resources to maximise retention.

Visit www.badenochandclark.com/legalnews to register your interest or to read more.
Edward Davis has made his mark at AXA UK. He established the French insurer’s first global legal panel as part of its ‘Ambition 2012’ strategy launched back in 2004. This panel comprises 12 firms fighting over the £3m AXA spends on law firms every year.

Davis has grown his legal in-house team to 40 lawyers and manages the group legal department, group secretariat and the UK compliance team.

AXA’s total legal spend is almost £10m, of which 70% is spent in-house. Davis says the amount of in-house work has increased considerably over the last year but specialist external expertise is always required. AXA prefers to use Hogan Lovells, Linklaters and Norton Rose for corporate insurance expertise; DAC Beachcroft and Pinsent Masons for general and commercial insurance knowledge; and Bird & Bird and Mayer Brown for employment advice.

Within those favoured firms, Davis also singles out individuals he thinks highly of. He describes both Norton Rose partner Martin Scott and Charles Rix, partner at Hogan Lovells, as very good client partners who have expertise, knowledge and credibility.

Law firms used:
- Bird & Bird, DAC Beachcroft, Hogan Lovells, Linklaters, Mayer Brown, Norton Rose, Pinsent Masons
- 2005–present: Group general counsel, AXA UK
- 2002–05: General counsel for non-life businesses, AXA UK
- 2000–02: Senior legal adviser for UK group legal team, AXA UK
- 1998–2000: Director of legal services, AXA PPP Healthcare
GEOFFREY TIMMS
GROUP GENERAL COUNSEL
LEGAL & GENERAL GROUP

Geoffrey Timms considers himself an unconventional manager of a highly qualified team. He hates bureaucracy and regimentation and above all, babysitting. He likes proactive individuals who strengthen relationships, work independently and exceed targets. This also applies to the external firms he uses. I like working with lawyers who understand how we work and approach issues, who go the extra mile bearing in mind all risk factors,’ he says.

The UK-based in-house team is smaller in size when compared to teams in rival insurance companies, but headcount has remained fairly stable over the last year with some 30 fee-earners.

Law firms used (known to use):
- 1999-present: General counsel, Legal & General Group
- 1993-99: Head of legal services, Legal & General Group
- 1990-93: Solicitor, Clyde & Co

HUMPHREY TOMLINSON
GENERAL COUNSEL AND COMPANY SECRETARY
DIRECT LINE INSURANCE GROUP, RBS INSURANCE

With 20 years’ experience advising on legal risk management, corporate governance and commercial issues, and noted for his ‘calm good sense and his tremendous judgement’, Humphrey Tomlinson knows his stuff. He heads a legal team of 40 and a company secretariat team of about six.

One of his biggest recent achievements was leading the company through its first IPO, launched by its shareholder The Royal Bank of Scotland as one of the conditions of its £45.5bn bailout by the government. He helped the group separate from RBS.

Subsequently, legal spend in 2012 was atypically high. Direct Line selected Allen & Overy and Slaughter and May for its corporate work and used PwC Legal for additional company advice during the IPO process. Previously, the group has used Pinsent Masons for commercial and Clyde & Co for insurance advice.

Law firms used:
- Addleshaw Goddard, Allen & Overy, Clyde & Co, Latham & Watkins, Norton Rose, Pinsent Masons, PwC Legal, RPC, Slaughter and May, Travers Smith
- 2011-present: General counsel & company secretary, Direct Line Group, RBS Insurance
- 1997-2011: Group legal director, RSA Insurance

JANE MACLEOD
GROUP GENERAL COUNSEL
PHOENIX GROUP

Jane MacLeod likes firms equipped with strong regulatory experience and knowledge of the current challenges facing the insurance sector. Last year, the group’s legal spend totalled approximately £6m, split equally between internal and external advisers.

She says the group structure is complicated, so there is a need for bespoke solutions to high-value issues. At present, MacLeod manages the group and life company legal teams of 40, of which 19 are lawyers. While external counsel is sought for specialist work, day-to-day work is also kept in-house. Phoenix Group does not have a formal legal panel, but since 2010 the group has worked very closely with Freshfields Bruckhaus Deringer on group transactions and Hogan Lovells for its life business.

MacLeod oversees the legal and secretarial functions of the business and although she spends less time on the technical side of things, she finds aligning the governance and legal issues with the business objectives very rewarding. The group has had to adapt its regulatory framework and structures over the last four years and MacLeod says she is particularly proud of how her team has handled that process.

Law firms used:
- 2009-present: Group general counsel, Phoenix Group
- 2008-09: Group legal director, Pearl Group
- 2006-08: Senior legal counsel, Pearl Group
- 2001-05: Senior legal counsel, Henderson Group
- 1997-98: Property operations director, General Accident Group
- 1999-present: Group general counsel, Aviva
- 2006-10: Deputy group company secretary, Aviva
- 2001-05: Group general counsel, Phoenix Group
- 2000-01: Group legal director, Phoenix Group
- 1998-2006: Deputy general counsel, Phoenix Group
- 1999-present: General counsel & company secretary, Phoenix Group
- 1993-99: Aviva Group general counsel & company secretary
- 1990-93: Solicitor, Clyde & Co

KIRSTY COOPER
GROUP GENERAL COUNSEL AND COMPANY SECRETARY
AVIVA

Kirsty Cooper manages a total of 270 individuals, half of whom are based overseas. This includes all the lawyers and chartered secretaries across the group. In 2011, the company spent a whopping £6m on its legal spend, excluding any UK-based general insurance claims. Of this, half was spent on external law firms.

Aviva has restructured over the last year to create a more agile and less bureaucratic work environment. While the in-house legal team rewired the governance structure, external firms were used to restructure the company’s business portfolio. Cooper likes to use firms that are prepared to work to high standards and at agreed fee rates.

Law firms used:
- Addleshaw Goddard, Ashurst, Clifford Chance, Latham & Watkins, Linklaters, Morrison & Foerster, Norton Rose
- 2001-05: Group general counsel, Pearl Group
- 2000-01: Group legal director, Pearl Group
- 1998-2006: Deputy group company secretary, Aviva
- 1999-present: Group general counsel, Phoenix Group
- 1997-98: Property operations director, General Accident
three years ago he took on the task of finance work at Lloyd’s at the age of 26. Since then, he has been responsible for all the regulatory and corporate matters.

Sean McGovern was initially brought in to do finance work at Lloyd’s at the age of 26. Since then, he has been responsible for all the regulatory and government issues for Lloyd’s, and three years ago he took on the task of promoting and protecting Lloyd’s business interests in the US and Canada.

At the moment, McGovern oversees a legal team of 24 people. He tries to keep everything in-house as he says Lloyd’s is an ‘unusual animal’. ‘Our total budget is about £3.5m which is not huge by corporate standards,’ he says, and applauds his in-house team for anticipating risk before it even happens. ‘It is not a back office legal team waiting to clean up the mess. They are part of the decision-making process.’

Margaret Coltman was only appointed to her role as group general counsel and company secretary in July 2009 but has a very impressive background, including more than 22 years as an insurance partner at Norton Rose. One of her first big tasks was to maximise the efficiency of the 100-strong in-house legal team to better service the group’s four main business units: Prudential Corporation Asia, Jackson National Life Insurance Company, Prudential UK and M&G. She likes to keep things decentralised and says: ‘We’ve got dedicated teams in each of those business units because, for me, it’s important that lawyers are close to the business.’

She restructured the legal team so that each of the four businesses has its own legal panel and there is also a head office panel led by Coltman and group legal director Simon Ramage. As insurance faces an increasing barrage of regulation over the next year, she believes that Prudential’s volume of work for external law firms will increase.

Rhic Webb is described by his external lawyers as ‘a very strong lawyer who has a very good eye for detail’. He says that increasingly his time is spent in corporate matters, as well as ‘the nuts and bolts of insurance and reinsurance issues’.

Kelvan Swinnerton is known for solving problems quickly. Having been a partner at insurance firm Kennedys for the best part of a decade, one private practitioner says of him: ‘Kel has a very sharp legal mind, which he couples with a drive to resolve problems proactively and practically – he always has an eye open for the most sensible solution. He also manages to maintain a lively sense of humour.’

Kelvan Swinnerton
HEAD OF LEGAL
CANADA LIFE

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He has high expectations of his external firms and will be most impressed when a law firm can condense the complex ‘I’m quite exacting on keeping things succinct and expect my lawyers to do the same’, he says. ‘I like to put myself in the shoes of those to whom I am answerable and expect a high quality, value for money, easy to follow product.’

Margaret Coltman
GROUP GENERAL COUNSEL AND COMPANY SECRETARY

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Since joining the XL Group in 1998 his role has expanded to include responsibility for regulatory compliance, company secretarial and all (non-claims) legal issues for operations in Asia and Latin America as well as Europe. He has particularly strong relationships with a number of leading UK and Irish firms, including his former firm Ince & Co, but he does not buy into the tribal ethos when selecting external counsel.

‘With regard to external lawyers, what is important to me is instructing the right individual and selecting the particular lawyer I want working with me on a matter, rather than simply retaining a law firm, he says.

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PAUL JENKINS QC
HER MAJESTY’S PROCURATOR GENERAL AND TREASURY SOLICITOR
THE TREASURY SOLICITOR’S DEPARTMENT

Much of The Treasury Solicitor’s Department’s work consists of highly specialised public law, legislative work and providing advice to ministers. Most of this is done within its huge in-house team of 1,000 individuals, including 800 lawyers. However Paul Jenkins QC, one of the most high-profile lawyers in the country, does use a wide range of external law firms for other work, from claims handling of personal injury through to major commercial projects. TSol is currently in the process of reviewing its 48-strong panel of law firms, which has been ongoing since the end of 2011.

External legal spend is primarily used to support public and private law litigation and amounts to £20m-25m a year. Of this, around 80% is spent on barristers and 10% on solicitors, while the remainder is used for other legal-related services such as the provision of expert witness reports. The department has two panels of external solicitors and four for barristers’ chambers.

According to Jenkins, TSol has been involved in a stream of challenging national security cases involving Guantanamo detainees recently, as well as the particularly challenging Mau Mau torture litigation.

■ 2006-present: Her Majesty’s Procurator General, Treasury solicitor and head of the Government Legal Service
■ 2004-06: Legal adviser, Department for Work and Pensions and the Department of Health
**Anthony Inglese**

**General Counsel and Solicitor**

**HM Revenue & Customs**

Anthony Inglese oversees a large team of 400 staff, of which around half are lawyers. He has historically used private practice solicitors for litigation and commercial work but has reduced this considerably to cut costs over recent years. However, external legal spend at HM Revenue & Customs currently stands at around £20m, with any spend on law firms being first approved by the Attorney General.

Inglese says he likes to instruct efficient lawyers that can work in partnerships and understand HMRC’s stance on key issues. HMRC uses the central government’s 48-strong legal panel, which has been under review since late 2011 and was expected to be finalised in January 2013. **Law firms used:** Ashfords, Berrymans Lace Mawer, Bevan Brittan, Cobbets, Davitt Jones Bould, Eversheds, Freeth Cartwright, Pinsent Masons, Shoosmiths, Squire Sanders, TLT, Walker Morris, Wigge & Co. **2011-present:** Director of legal and democratic services and monitoring officer, Birmingham City Council 2009-11: Director of legal services, Birmingham City Council 2001-09: Assistant director of legal services, Birmingham City Council 1995-2001: Assistant head of legal services, London Borough of Enfield

**David Tatlow**

**Director of Legal and Democratic Services and Monitoring Officer**

**Birmingham City Council**

David Tatlow heads the largest local government legal department in Europe, comprising 235 individuals, including 126 lawyers. It’s the equivalent of a medium-sized law firm and returns around £12m in turnover on average.

Tatlow has cut back on using the law firms listed on the council’s legal panels to try to reduce costs. The panel includes firms like Ashfords, Pinsent Masons and Shoosmiths that were selected through an extensive competitive tendering process around five years ago. Nevertheless, last year, external legal spend averaged £2.8m, of which £2.5m was spent on barristers.

**Law firms used:** Ashfords, Berryman Lace Mawer, Bevan Brittan, Cobbets, Davitt Jones Bould, Eversheds, Freeth Cartwright, Pinsent Masons, Shoosmiths, Squire Sanders, TLT, Walker Morris, Wigge & Co. **2011-present:** Director of legal and democratic services and monitoring officer, Birmingham City Council 2009-11: Director of legal services, Birmingham City Council 2001-09: Assistant director of legal services, Birmingham City Council 1995-2001: Assistant head of legal services, London Borough of Enfield

**Mark Hynes**

**Director of Governance and Democracy**

**London Borough of Lambeth**

Mark Hynes is proud of his 40 lawyer-team; particularly the way he says it has embraced new technologies and cultural change, which has reduced costs, increased output and improved staff morale. He loves the political environment the public sector offers and enjoys working alongside politicians and council officers on a wide range of issues.

One of his biggest recent challenges was implementing new legal mechanisms around Lambeth’s planned transition into the UK’s first ‘co-operative’ council, which means it will work with local people to provide community-led services in the borough.

Hynes manages a team of 40 lawyers and legal spend amounts to approximately £4m a year. He particularly recommends a number of individuals at his preferred firms, notably Bethan Evans at Bevan Brittan, Judith Barnes at DAC Beachcroft, Mark Greenburgh at Wigge & Co and Helen Randall at Trowers & Hamlin.

**Law firms used:** Ashfords, Bevan Brittan, Eversheds, Sharpe Pritchard, TPP Law, Trowers & Hamlin, Wigge & Co. **2005-present:** Director of governance and democracy, London Borough of Lambeth 2001-05: City solicitor, Peterborough City Council 1999-2001: Principal solicitor, Warwickshire County Council

**Geoff Wild**

**Director of Governance and Law**

**Kent County Council**

With 130 lawyers, Geoff Wild heads up one of the largest teams of local authority lawyers in the UK operating as an in-house trading practice. He looks for proactive dynamic entrepreneurial lawyers in his team that can demonstrate local government lawyers are not second rate compared to the private sector.

When Wild joined Kent County Council, the team had 24 lawyers. Over half of the council’s legal work was outsourced to a legal panel, which was very expensive and inefficient. Two years in, he abolished the panel and built up the in-house practice reducing external legal costs by two-thirds. 95% of work is retained in-house.

In 2010, Kent County Council teamed up with Geldards to create Law:Public, a unique public/private collaboration offering a full service at competitive prices to the public sector.

Wild considers his team to be a fairly substantial law firm in its own right. Turnover totals around £11m a year with £2m profit—brought in mainly from external work, including deals from over 300 public sector bodies.

**Law firms used:** Eversheds, Geldards, Nabarro **2006-present:** Director of governance and law, Kent County Council 2012-present: Clerk to the lord lieutenant, Lord De Lisle 2011-present: Senior information risk owner, Kent County Council 1998-2006: County secretary, Kent County Council
the large variety of work the Council offers, which takes him back to the days when he was a trainee solicitor doing different seats. ‘The difference is the buck now stops with me,’ he says. Mallinson doesn’t operate a legal panel system as most of WCC’s legal work is retained in-house and shared among his team of 50 staff, including 20 lawyers. However, for PFI and major commercial advice, he regularly turns to Pinsent Masons, Trowers & Hamlins and Evereds. The majority of legal spend is on child protection matters.

- **Law firms used:** Evereds, Pinsent Masons, Trowers & Hamlins
- **2005-present:** Head of legal and democratic services and monitoring officer, Worcestershire County Council
- **1999-2005:** Head of legal, Worcestershire County Council 1992-99: Solicitor, Buckinghamshire County Council

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**Hugh Peart**  
**Director of Legal and Governance Services**  
**London Boroughs of Barnet and Harrow**

Hugh Peart joined the London Borough of Harrow almost 20 years ago as a principal solicitor in the borough’s childcare law team. In October 2012, Barnet and Harrow officially merged their legal teams under Hugh’s leadership to form ‘HB Public Law’ with an aim to slash the councils’ legal spend by over £3m.

The new practice is a key member of the London Boroughs’ Legal Alliance (LBLA), an innovative partnership that shares work between ten councils, to try to keep the majority of work in-house. At present, LBLA’s legal panel includes firms such as Kennedys, Bevan Brittan, Pinsent Masons, Bond Dickinson and Evereds.

- **Law firms used:** The LBLA legal panel of law firms and chambers includes Bevan Brittan, Bond Dickinson, Evereds, Kennedys, Pinsent Masons. **2004-present:** Director of legal and governance services, London Borough of Harrow
- **1986-98:** Principal solicitor, London Borough of Harrow
- **1986-88:** Assistant solicitor, London Borough of Merton

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**Jayne Hammond**  
**Director of Legal and Democratic Services**  
**Bury Metropolitan Borough Council, North West Legal Consortium (NWLC)**

Bury Metropolitan Borough Council is part of the North West Legal Consortium, set up in 2006 as the first combined consortium of barristers and solicitors. Jayne Hammond has served the council for over a decade and currently heads a team of 22 lawyers.

Hammond’s preferred firms are Pannone, DLA Piper, DAC Beachcroft and Weightmans. The quartet were named as partner firms to the NWLC, alongside 31 local firms and 26 barristers’ chambers, to work across a total of 14 barrister panels and 11 legal panels containing over 30 external firms to advise the councils on a wide variety of work.

NWLC has been forced to reduce its legal spend by a third over the last two years due to local government funding cuts, the councils on a wide variety of work. And 11 legal panels containing over 30 external firms to advise barristers’ chambers, to work across a total of 14 barrister panels and 11 legal panels containing over 30 external firms to advise the councils on a wide variety of work.

- **Law firms used:** D&L Beachcroft, DLA Piper, Pannone, Weightmans. **2002-present:** Director of legal and democratic services, Bury Metropolitan Borough Council, North West Legal Consortium
- **1992-2002:** Assistant director of legal and democratic services, Bury Council, North West Legal Consortium
- **1999-2005:** Solicitor, Worcestershire County Council

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**Sheldon Mills**  
**Director of Mergers**  
**Office of Fair Trading**

Sheldon Mills’ responsibilities include the day-to-day delivery of the Office of Fair Trading’s merger caseload, management of the mergers group and representing the OFT externally. Mills heads a team of 35, including eight competition/litigation lawyers. The OFT does not have a legal panel as it doesn’t instruct law firms, but it does deal with a range of firms that require M&A transaction clearance.

A career highlight for Mills was the OFT’s investigation into the proposed acquisition of a minority stake in Aer Lingus by Ryanair in 2010. The case provided clarification of the dealings between domestic regulators and those at European Commission level.

- **2010-present:** Director of mergers, Office of Fair Trading
- **2007-10:** Senior associate, SJ Berwin
- **2002-06:** Solicitor, Jones Day

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**Sanjay Prashar**  
**Executive Head of Legal and Democratic Services**  
**London Borough of Sutton**

Sutton’s legal panel is part of a wider consortium led by the London Borough of Bromley and set up in 2010. Around 26 firms provide counsel for various outer London boroughs, the Corporation of London and five district councils in Kent.

However, Sanjay Prashar said at press time that he was planning to join forces with Richmond, Merton and Kingston councils to set up a single legal service for the public sector in February 2013. The move will reduce external legal spend and strengthen the in-house practice.

Currently, Prashar’s 30-strong in-house team doesn’t focus on commercial work, so he uses external firms such as Bevan Brittan, Ashfords and Trowers & Hamlins. In 2012, external expenditure totalled around £500,000. Three-fifths of this was spent on a specific property deal in which Prashar instructed Pinsent Masons, while the remainder was spent on barristers.

- **Law firms used:** Ashfords, Bevan Brittan, Pinsent Masons, Trowers & Hamlins
- **2009-present:** Executive head of legal and democratic services, London Borough of Sutton
- **2008-09:** Deputy head of corporate law and employment, Barkingside and Dagenham Council
- **2007-08:** Legal services manager, Torbay Council 1999-2007: Solicitor, Bury Metropolitan Borough Council
Described as ‘straightforward to deal with’, Sarah Booth doesn’t have much back up at Hammerson. In fact, she is the entire resource – the only lawyer in a company of roughly 300 people. She is proof of the importance of having good relationships with general counsel because these days she doesn’t have the time to handle all the work in-house, something she always used to do before.

Booth clearly enjoys being in-house, particularly taking on a business role. ‘The business element is very appealing. It’s about becoming a good and rounded businessperson and using legal knowledge to maximise benefits to the business. You just can’t do it in quite the same way in private practice,’ she says.

Like many GCs in her industry sector, Booth doesn’t have a background in real estate. ‘None of us have a background in property,’ she says. ‘The satisfying bit about being in-house is being there at the gestation of an idea, contributing to its formulation and execution and then supporting the business. But you do have to get to grips with the key issues and drivers on the property side of the organisation. You need to understand it and the framework of reference that your colleagues work in.’

She describes herself as a ‘career in-house lawyer’ and has to be very selective with how she uses her time. ‘I try to do the things that only I can do,’ she says.

ADRIAN DE SOUZA
GENERAL COUNSEL
LAND SECURITIES

As a relative newcomer to the property world, for general counsel Adrian de Souza the past few years have been all about finding his feet in the business he joined back in 2010. De Souza was tasked with cutting down the number of firms that Land Securities regularly works with. He has successfully reduced the number from 25 firms to eight, although the company used to have around 100 firms on its roster.

His legal spend is still around £20m, although he says ‘the key is quality, not cost’. He adds that he has noticed some Magic Circle firms retreating from property work and despite this trend, he wants access to the best real estate lawyers.

Law firms used: Allen & Overy, Berwin Leighton Paisner, Clifford Chance, Dundas & Wilson, Eversheds, Herbert Smith Freehill, Hogan Lovells, Nabarro

2010–present: General counsel, Land Securities
2008–10: Head of legal, SABMiller
2004–07: Senior counsel, SABMiller
1999–2004: Senior associate, Clifford Chance

KATHERINE LAURENSON
SENIOR SOLICITOR
LEGAL & GENERAL PROPERTY

Katherine Laurenson is a self-confessed ‘deal junkie’ and has carved out a particular niche advising on all aspects of fund structuring for Legal & General Property. It currently has over £10bn of assets under management, making it one of the UK’s largest institutional property fund managers.

Laurenson is now the sole in-house counsel for L&G Property, reporting directly to managing director, Bill Hughes. In the past year Laurenson has been particularly active advising on funds work, working closely with L&G’s preferred corporate law firms: Clifford Chance and Macfarlanes. In 2011 that included completing the £71m refinancing of L&G’s Leisure Fund.

‘She is an excellent forward-looking GC,’ says one real estate lawyer. ‘She knows instinctively what her business needs from external lawyers and how to get that range of services without fuss or fanfare.’

Law firms used: Clifford Chance, Dundas & Wilson, Eversheds, LG, Macfarlanes, Maples Teesdale, Oehwolg, Pinsent Masons

2008–present: Senior solicitor, Legal & General Property
2005–08: Solicitor, BT
2002–05: Solicitor, Howard Kennedy

LESLEY WAN
CORPORATE REAL ESTATE LEGAL COUNSEL
LLOYDS BANKING GROUP

One of the City’s most high-profile general counsel, Lesley Wan has led the real estate legal team at Lloyds Banking Group for six years.

Since the financial crisis, Lloyds Banking Group has been the reluctant owner of vast swathes of property loans, such as the disposal of £900m of distressed loans backed by UK property in late 2011.

However, Wan says the biggest challenge of her career to date has been to steer the legal integration of Lloyds TSB and HBOS, which merged in the immediate aftermath of the credit crunch.

Law firms used: Allen & Overy, Ashurst, Clifford Chance, CMS Cameron McKenna, Eversheds, Herbert Smith Freehill, Hogan Lovells, Linklaters, Mayer Brown, Norton Rose, SNR Denton

2006–present: Corporate real estate legal counsel, Lloyds Banking Group
2005–06: Senior solicitor, Bayerische Landesbank
2000–04: Senior associate, Allen & Overy

VIVIENNE KING
DIRECTOR OF LEGAL AND COMPANY SECRETARY
THE CROWN ESTATE

The Crown Estate is a UK property business, governed by an Act of Parliament, that funnels all of its profits into HM Treasury, totalling around £2bn over the past ten years. Vivienne King has been in the top legal job at The Crown Estate since 2007.

In the last couple of years, King and her three-lawyer team have overseen two legal panel reviews for the estate’s London property portfolio in St James’s and around Regent Street. Within those panels, King frequently uses a descending-price auction, commonly known as a Dutch auction.

King does not just handle the legal side of the business: as company secretary she also spends a great deal of her time working on sustainability, public affairs, and health and safety matters.

Law firms used: Burges Salmon, Hogan Lovells, LG, S J Berwin

1999–2004: Senior associate, Clifford Chance
1985–94: Associate, Herbert Smith

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Projects and construction partner Andrew Walsh joined Qatari Diar as acting general counsel from Speechly Bircham, where he was a partner. He was on secondment to Qatari Diar when he was offered the in-house role permanently in March 2011.

Qatari Diar is controlled by the Qatar Investment Authority, a sovereign wealth fund specialising in foreign and local investment. Walsh’s first major task was putting together the first legal panel for Qatari Diar, a process that finally concluded in 2012 and contained a mammoth 13 firms. 49 firms were invited to tender and little wonder they did: Qatari Diar is a dream client for law firms with a portfolio of approximately 50 projects worth in the region of $35bn.


March 2011–present: General counsel, Qatari Diar
2005–11: Partner, Speechly Bircham
1993–2005: Partner, Pinsent Masons
1983–93: Partner, Cameron McKenna

Nicholas Taylor has been general counsel at Jones Lang LaSalle for eight years and manages a team of 20 lawyers across Europe, the Middle East and Africa, and praises the ‘fantastic team culture’ at the real estate services company.

The company needed the external expertise of Baker & McKenzie when it merged with King Sturge in May 2011, making the combined entity the biggest property agent in the UK, worth £1.4bn. Most of Taylor’s legal spend goes on special projects such as acquisitions and some litigation, although he prefers to keep as much as possible in-house. He does have some advice for his external advisers: he would prefer to be billed quickly and frequently, rather than waiting months for a large invoice.

Law firms used: Baker & McKenzie, Irwin Mitchell
2004–present: General counsel, Jones Lang LaSalle
1999–2004: General counsel Latin America, Dell
1994–99: European counsel, Dell
1987–94: Solicitor, Frieze Cholmeley-Biscoff

Hugh Ford has a small in-house team at Capital Shopping Centres – just one other lawyer and a secondee. But this means he loves the variety of his job, the ‘never quite knowing what issue is going to come across your desk next’.

With such a small team, Ford requires external advice often. Since 2009 CSC has raised over £1bn of capital through various transactions, with Linklaters being his go-to firm for high-end corporate advice.

Like most GCs, Ford puts value for money at the top of his list. ‘At the sort of fee levels law firms like to operate at, providing an average service really isn’t an option,’ he says.

Law firms used: Anderson Strathern, Herbert Smith Freehills, Linklaters, Nabarro, Orrick, Herrington & Sutcliffe, Taylor Wessing, Wragge & Co
2003–present: General counsel for Capital Shopping Centres
1997–2003: General manager legal, Virgin Atlantic
1995–97: Commercial lawyer, British Airways
1992–95: Solicitor, Freshfields

Elizabeth Blease has been general counsel of industrial property owner and developer SEGRO since 2008.

During the company’s recent panel review, SEGRO re-appointed Eversheds and Nabarro as chosen external law firms. Blease says that the fact the two firms work well together is of great benefit to her company, combined with the fact that they consistently provide quality, pro-active advice.

Blease says she enjoys ‘very good relationships’ with her firms including Slaughter and May, which handles the majority of the company’s corporate work. This included the disposal of £1.4bn of the company’s non-core assets in the UK last summer.

Law firms used: Eversheds, Nabarro, Slaughter and May
2008–present: General counsel and company secretary, SEGRO
2005–08: Solicitor and company secretary, Marshalls
1997–2005: Solicitor and company secretary, Brammer

Elizabeth Blease
GENERAL COUNSEL AND COMPANY SECRETARY
SEGRO

Andrew Walsh
GENERAL COUNSEL
QATARI DIAR

Ulrike Schwarz-Runer
GENERAL COUNSEL
GROSVENOR

Hugh Ford
GENERAL COUNSEL
CAPITAL SHOPPING CENTRES

Nicolas Taylor
GENERAL COUNSEL
JONES LANG LASALLE

Ulrike Schwarz-Runer joined Grosvenor as general counsel in 2010 and is currently overseeing some major changes within her legal department, particularly mounting the possibility of having a formal law firm panel.

Described as ‘a formidable GC’, she is an M&A lawyer by trade but the role at Grosvenor has seen her move to address more company-wide issues and she is particularly focused on her role as a member of the company’s board. She says this helps to give the legal department a much higher profile within the business. She has had a varied background in the law, having trained at Freshfields Bruckhauser Deringer in the 1990s. She then worked for Goldman Sachs and sovereign wealth fund Dubai Holding.

Law firms used: Freshfields Bruckhauser Deringer
2007–09: General counsel and company secretary, Dubai Holding
2000–06: Executive director, Goldman Sachs
1994–99: Associate, Freshfields Bruckhauser Deringer

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COLIN ARMSTRONG
GROUP LEGAL DIRECTOR AND COMPANY SECRETARY
MERLIN ENTERTAINMENTS GROUP

In running Merlin Entertainments Group’s legal team single-handedly, Colin Armstrong supports the entire group on all legal matters while his company secretarial function provides strategic and operational advice. Merlin is now the second-largest visitor attraction operator after Disney. The company manages 60 sites across Europe and the US, including family favourites such as Alton Towers, Sea Life, Legoland, Madame Tussauds, The Dungeons, Heide Park in Germany and the London Eye.

Armstrong’s biggest deal to date was the acquisition of the Tussauds Group – owners of Madame Tussauds and the London Eye – for £1bn in 2007, the year he joined the company. Another noteworthy deal was the purchase of LEGOLAND Parks for £250m in 2005, after Merlin was taken over by US private equity house Blackstone for £110m in the same year. The group’s legal spend varies between £2m-7m depending on the M&A and corporate finance activity. Typically, around half is spent in the UK with the rest going overseas, while insurance costs add roughly £5m.

Armstrong frequently works with new firms and says he particularly enjoys working with Ashurst for corporate, finance and international advice; King & Wood Mallesons for support in Australia, Asia and China; Knights and TLT for their excellent commercial and operational support; and Fenwick Elliott for project law advice.

Law firms used: Ashurst, Fenwick Elliott, King & Wood Mallesons, Knights, TLT

2007-present: Group legal director and company secretary, Merlin Entertainments Group
2001-07: Group legal director, AutoLogic Holdings
2000-01: Company secretary and head of legal affairs, Northern Leisure
1997-99: Group company secretary and head of legal affairs, National Express Group.
signatures and protests in Whitehall. remonstration generating over 500,000 petition. Gregg’s share price by 9%, turned into a public government-imposed ‘pasty-tax’, which raised Jonathan Jowett’s most recent victory against the GREGGS COMPANY SECRETARY AND GENERAL COUNSEL JONATHAN JOWETT legal director and company secretary, SSL International 1999-2004: Group legal director and company secretary, Wagamama 2005-09: Group legal director and company secretary, SJI International

GREGGS

COMPANY SECRETARY AND GENERAL COUNSEL JONATHAN JOWETT

LEON SHELLEY

EUROPEAN GENERAL COUNSEL AND COMPANY SECRETARY WESTFIELD SHOPPINGTOWNS

Leon Shelley’s first move out of private practice in 2000 as a banker at UBS Warburg was not well timed: he left just as the tech bubble burst. He returned to private practice before joining Westfield Shoppingtowns in 2005 as its first UK general counsel. He has since become part of the company’s remarkable expansion in the UK, growing the legal team to 14 individuals, of which ten are lawyers, to include leasing, development and corporate specialists. For Shelley, the biggest UK deal was the Chelsfield joint takeover in 2004, which paved the way for the opening of the Westfield London centre in October 2008 and the development of the £4bn Stratford City development in 2011 – the mixed-use project adjacent to the Olympic Park.

He led the company through the challenges of leasing and opening the Westfield centre as the economic downturn took hold, as well as opening Stratford City prior to the Olympic Games’ start. Most recently, Westfield sold a 50% interest in the retail component of Stratford City for £871.5m to a new joint venture and secured planning permission for a very large extension.

Westfield spends between £10m-10m on external legal advice, with the majority going on corporate and development work. While it doesn’t have a formal legal panel, Shelley turns to a small number of trusted firms. He also singles out advisers he likes to work with, especially partners Hugh Lumby at Ashurst and Michael Goldberg at SJ Berwin.


SOLICITORS

ADRIAN MORRIS

GROUP GENERAL COUNSEL TESCO

Adrian Morris’ team is vast – 250 staff, including 200 lawyers – but a company the size of Tesco needs a strong roster of external law firms to support that in-house team. Going forward, he says he plans to focus on firms with a strong global reach as Tesco’s operations become increasingly international. Recent deals have included the £9.5bn acquisition of 36 Homebase discount hypermarkets from the E-Land group in South Korea in 2008 – a deal that positioned Tesco within the South Korean grocery market.


Jonathan Jowett’s most recent victory against the government-imposed ‘pasty-tax’, which raised Gregg’s share price by 9%, turned into a public remonstration generating over 500,000 petition. Gregg’s annual external legal spend totals a little under £1m, with a large amount being spent on commercial property advice. With around 100 new shops every year and an estate extending to over 1,650 stores that are largely leasehold, Jowett deals with numerous ongoing lease renewals and licences each year.

He says he is keen on law firms that offer excellent service at affordable prices and frequently uses two firms: Eversheds – Gregg’s lead law firm – for commercial property advice and Squire Sanders in other areas, such as employment.


JONATHAN ADELMAN

GENERAL COUNSEL AND COMPANY SECRETARY LADBROKES

When Jonathan Adelman joined Ladbrokes in 2008, there was no internal legal team and a high external spend. In just four years, he transformed the gaming company’s in-house offering. The previous legal panel that was saturated with around 100 firms now has less than a dozen, reducing the typical spend of £8m-10m down to £4m-6m. He is particularly proud of his in-house team of six that he built from scratch.

Adelman says his panel revamp allows for a committed long-term delivery of value-added services and the end of hourly rate billing, which is good news for the company as 95% of work is outsourced.


Law firms used: Allen & Overy, Ashurst, Berwin Leighton Paisner, DLA Piper, Freshfields Bruckhaus Deringer, Herbert Smith Freehills, SJ Berwin, SNR Denton


WESTFIELD SHOPPINGTOWNS
Nick Grant created the Sainsbury’s Legal Community in 2011, which involves multiple firms collaborating to provide advice. Thirteen firms carry out 99% of Sainsbury’s externally sourced legal work, including Linklaters, Addleshaw Goddard, SNR Denton and Bond Dickinson.

According to one law firm partner, this move has brought Sainsbury’s in-house team, which comprises 18 lawyers as part of a 28-strong group, and its external advisers together. The change allowed the in-house team to present its objectives more openly and let firms that are stronger in certain areas collaborate to produce better advice.

Sainsbury’s legal team had a particularly busy summer in 2012. The supermarket sponsored the Paralympics; developed its David Beckham endorsement relationship; and revamped its Nectar rewards scheme and the Brand Match coupon programme.

JOHN LEWIS PARTNERSHIP
COMPANY SECRETARY AND DIRECTOR OF LEGAL SERVICES
MARGARET CASELY–HAYFORD
Margaret Casely–Hayford wins praise from private practitioners for her evolutionary, rather than revolutionary, thinking. During her six years at the partnership, she introduced a more cost-efficient legal services model and effective governance and compliance framework for the business.

She currently manages 14 lawyers and eight support staff and says she seeks approachability, lack of pomposity, a high level of commercial awareness and a sympathetic ethos in any external firm she chooses. Although she will favour her panel firms, she says she will hire specialist help off-panel when needed.

Paul Lister
DIRECTOR OF LEGAL SERVICES AND COMPANY SECRETARY
ASSOCIATED BRITISH FOODS
Described as ‘disarmingly charming, astute and always gets the commercial and legal picture’, Paul Lister runs a tight team of 40 lawyers spread across 47 countries worldwide, involved in a wide range of activities from retail to manufacturing. Associated British Foods’ brands include Primark, Twinings, Ovaltine, British Sugar, AB Mauri, Tip Top and Mazola.

The diversity of the brands in ABF’s portfolio leads to an equally diverse range of legal issues. In 2011 the BBC was forced to broadcast an apology after an investigation by the BBC Trust found footage used in a Panorama programme that alleged Primark used child labour in India was misleading. Lister fought hard for the resolution and criticised the BBC and the length of time the investigation had taken.

Another major career milestone for Lister was advising ABF on its purchase of Littlewoods from LW Finance for £409m in 2005. Some 120 stores were acquired of which around 40% were converted into Primark.

Robert Ivens
HEAD OF LEGAL
MARKS & SPENCER GROUP
Robert Ivens qualified as a solicitor back in 1993. Two years later he joined Marks & Spencer Group and has been there ever since. The iconic retailer hit headlines in 2004 when Ivens helped fight off a £9.1bn bid to acquire it by multi-billionaire businessman Philip Green who owns some of the biggest retail brands on the high street.

Ivens heads a legal team of 17 lawyers that focus on employment, commercial contracts, marketing, real estate, intellectual property, consumer protection and regulatory law.

While a lot of work is retained in-house, external legal spend is never less than £4m a year. The group recently expanded in France, Germany, Spain and Belgium within very tight timelines, while trying to protect the company’s trade mark quality standards. Ivens says he enjoys having to solve the sheer variety of problems that he could face on any given day.

Simon Barratt
GENERAL COUNSEL
WHITBREAD
With 21 years’ experience at Whitbread, Simon Barratt has been directly involved in some game-changing deals at the multinational hotel and restaurant company. One of the biggest was probably the de-merger and sale of 3,000 pubs in 2001 in a transaction worth £1.6bn that returned £1.1bn to its shareholders. He also steered the company through the acquisition of Premier Lodge in 2004 for £500m.

Barratt’s legal team comprises three other lawyers and spends around £3m on external expertise, allocating a large amount towards property work, especially since the company has focused on expanding the Premier Inn and Costa Coffee businesses since selling its Beer Company operation for £400m in 2000.

Simon Barratt's legal team comprises three other lawyers and spends around £3m on external expertise, allocating a large amount towards property work, especially since the company has focused on expanding the Premier Inn and Costa Coffee businesses since selling its Beer Company operation for £400m in 2000.
The ultimate part of my job is arriving at the stadium on an international match day,” says Karena Vleck, who joined the RFU eight years ago and loves running her team of four.

She says that the RFU relies heavily on external law firms as it handles a vast array of issues and Vleck puts different specialist firms on separate panels to deal with specific matters. The RFU is a governing body, so it is concerned with rules and regulations, but also does a lot of charity work and also has big construction issues as well as frequent employment matters. Vleck directly instructed the Bar in RFU’s recent Supreme Court victory over secondary ticket sellers viagogo but also instructed Kerman & Co, a specialist firm in ticketing matters that is not on her panel.

Typical annual legal budget is £300,000, although she says some years she’ll spend significantly more than that and others less. She believes that her organisation understands that her budget is a guesstimate. “That said, she expects law firms to be up front with her on fees.

‘It’s all about communication: you don’t want to be surprised on cost,’ she says.

She believes that it is very important to assess how significant each piece of work is to her business and how much she is willing to spend on it. Considering that she herself, as well as two colleagues, have previous associations with her panel firms, relations are good.

Law firms used:
- Bates Wells & Braithwaite
- Bird & Bird
- Farrer & Co
- Forsters
- Onside Law
- Slaughter and May
- Travers Smith
- Wragge & Co

2004-12: Head of legal, Rugby Football Union
1990-2004: Partner and head of sports group, Farrer & Co
ROGER JAMES
SENIOR VICE PRESIDENT AND GENERAL COUNSEL
VIACOM

Roger James has enjoyed a meteoric rise at MTV (now part of Viacom) that has seen him move from a junior position in the UK legal team to overseeing business and managing legal affairs teams based in London, New York and Miami.

James expects the same drive and hunger from his external advisers that he exhibits himself. Despite a sizeable in-house team of about 100, the company calls on law firms for specialist advice and although Viacom doesn’t have an official panel, there are firms that it uses regularly.

Law firms used:
- DLA Piper
- Field Fisher Waterhouse
- Kennedy Van der Laan
- King & Wood Mallesons
- Olswang
- Schivartche Advogados
- Shearman & Sterling
- Shin & Kim

2009–present: Senior vice president and general counsel, Viacom
1997–2009: Legal counsel, MTV Networks Europe

MARCUS LEE
DIRECTOR OF LEGAL AND COMMERCIAL AFFAIRS
CHANNEL 5

Marcus Lee says that the pull of working in the broadcast industry is ‘that it is always evolving – no two days are the same’. However, he adds that its constantly fluctuating nature means it is also an incredibly competitive industry, in terms of acquiring the best content, keeping up with a large variety of platforms and looking at innovative revenue streams while keeping traditional advertisers happy.

Channel 5 prefers to handle most of its legal matters in-house, although the broadcaster does have a ‘reasonable’ budget if external advice is needed, according to Lee. He says he prefers his external advisers to be commercial, practical and able to give a clear recommended course of action.

He also sometimes needs specialist employment law advice on the channel’s on-screen talent agreements and occasionally advice on a very niche or technical point of intellectual property law. His legal team comprises 13 staff with four other lawyers on hand following a major reshuffle in 2010.

Law firms used:
- DLA Piper
- Olswang
- Rosenblatt Solicitors

2010–present: Director of legal and commercial affairs, Channel 5
2007–10: Legal director and company secretary, Portland Media Group
2005–07: Group legal director, Northern & Shell
2003–05: Counsel, Paramount Home Entertainment
2002–03: Legal assistant, Showtime

SIMON ZINGER
GENERAL COUNSEL
AEGIS GROUP

Simon Zinger leads a global legal team of 25 internal lawyers at Aegis Group. This is part of the reason he enjoys his job: he relishes the ability to work and manage a team in an international setting, which is a challenge as the company has to follow the same set of values and objectives across a variety of different cultures. As such, he would like to see greater consistency among global firms in terms of accountability, quality and efficiency of service. Zinger thinks this is crucial for cross-border M&A or when the company is looking to implement a project in various jurisdictions.

From his external law firms, Zinger expects innovation in billing practices, regular reporting, timely communication and attention to detail. He also believes that his external advisers could always do more to understand the business and specific needs of his company.

Law firms used:
- Berwin Leighton Paisner
- DLA Piper
- Olswang
- Slaughter and May

2003–present: General counsel, Aegis Group
1999–2003: Assistant general counsel, Vivendi
1997–99: Associate, Baker & McKenzie

CLAIRE CARLESS
UK GENERAL COUNSEL AND COMPANY SECRETARY
SIEMENS

Claire Carless has only been at Siemens for a short time, joining the company in January 2012 and taking the role of GC for North West Europe as well as the UK role last summer. She has a sizeable legal team of 35 lawyers and a compliance team of six, spread across various parts of England. One of her first tasks was to review the legal panel.

Carless would prefer to work with a small number of law firms she can build relationships with and which understand her business. And she believes that most law firms could do a lot more to understand their clients. ‘They need to think about how to market themselves, what they are offering, and why we should instruct them rather than other firms,’ she says. ‘The firms Siemens currently uses are listed below but Carless was due to announce a new panel at press time.

Law firms used:
- Addleshaw Goddard
- Arthur Cox
- BLP
- Eversheds
- Hanover
- Hill & Morrow
- Hill Hystetter
- Mischon de grandfather
- Pinsent Masons
- Reed Smith
- Shepherd and Wedderburn
- Watson, Farley & Williams

2010–present: Director of legal and commercial affairs, Channel 5
2007–10: Legal director and company secretary, Portland Media Group
2005–07: Group legal director, Northern & Shell
2003–05: Counsel, Paramount Home Entertainment
2002–03: Legal assistant, Showtime

2012–present: UK general counsel and company secretary, Siemens
2000–12: Head of commercial legal, Vodafone
ANDREW GARARD
GROUP LEGAL DIRECTOR
ITV
When Andrew Garard arrived at ITV, he immediately set about clearing out the television company’s long list of external legal advisers, sweeping away 36 of the 45 firms. He has spent considerable time choosing high-calibre individuals who are ‘fun and challenging’. The company uses external counsel for M&A, litigation, property, HR, IP and IT and Treasury issues.

After doing his articles at Clifford Chance, he went in-house at Reuters and has been largely involved in the media business ever since. As he says: ‘The world of television and ITV is a lot broader than broadcast.’

Law firms used:
- Arnold & Porter, Bronz Rudnick, Charles Russell, DLAP Piper, Hogan Lovells, Olswang, Quinn Emanuel Urquhart & Sullivan, Reed Smith, Slaughter and May, Squire Sanders, Wiggin
- 2007–present: Group legal director, ITV
- 2006–07: Partner, LeBoeuf, Lamb, Greene & Macrae
- 2003–06: General counsel and company secretary, Cable & Wireless

JAMES CONYERS
GENERAL COUNSEL
BSkyB
Unsurprisingly, regulatory affairs are crucial for James Conyers’ 17-strong team at BSkyB, including dealing with Ofcom. Competition disputes with other UK broadcasters have been a key feature of the last ten years as well.

Conyers, who has been with the satellite broadcaster for 14 years, also regularly deals with OFTEL over the licensing of BSkyB’s ‘conditional access services’ used for channels not sold as part of the BSkyB package.

External adviser Herbert Smith Freehills, which has a longstanding relationship with the TV company, recently advised BSkyB on two transactions, the acquisition of Parthenon Media Group and its proposed buyback of up to £500m in shares.

Law firms used:
- Herbert Smith Freehills, Olswang
- 2005–present: General counsel, BSkyB
- 1998–2005: Deputy head of legal and business affairs, BSkyB

RICHARD DEVEREUX
HEAD OF LEGAL
DYSON
In his 14 years at Dyson, Martin Bowen has seen his legal department grow significantly. He now runs a team of 40 staff and has recently hired five new lawyers, including two commercial lawyers in the UK and one in Singapore.

Bowen strives to keep as much of his work in-house as possible, although for specialist areas, such as advertising law, he will instruct outside counsel. He turned to Wragge & Co on raising £350m to fund the company’s expansion in 2010.

Bowen also recently instructed Slaughter and May in a recent high-profile case involving allegations of corporate espionage by a competitor, which is ongoing.

Law firms used:
- Bond Dickinson, Slaughter and May, TLT, Wragge & Co
- 2009–12: Head of legal, Dyson
- 2003–09: Group legal director, Dyson
- 1998–2003: Commercial lawyer, Dyson

PATRICK STEWART
DIRECTOR OF LEGAL AND BUSINESS AFFAIRS
MANCHESTER UNITED FOOTBALL CLUB
Patrick Stewart has presided over some big changes since he took over as director of legal at Manchester United Football Club, as the club has continued to become a global phenomenon: in the last 12 months alone, MUFC has opened an office in Hong Kong and listed on the New York Stock Exchange.

Even the most straightforward of deals for other clubs become high-profile media events at Old Trafford. For example, Stewart was recently involved in negotiating the shirt sponsorship by Chevrolet for a seven-year shirt sponsorship deal thought to be worth in excess of £20m a year to the club.

His day-to-day focus is on the commercial rights issues facing MUFC, which are mostly dealt with in-house. The in-house team has grown substantially since Stewart became GC, he now has a team of four lawyers, a trainee and three brand specialists.

Law firms used:
- Allen & Overy, Brabners Chaffe Street, Latham & Watkins, Pinsent Masons, Wiggin
- 2006–present: Director of legal and business affairs, Manchester United Football Club
- 2001–05: Legal counsel, TEAM Marketing

30 | February 2013 | GC POWER LIST
Dan Fitz joined BT as group general counsel in 2010 and is described as ‘at the forefront of developments in the international markets for communications and media services’. He arrived at BT just after the company had gone through some tough times, including shedding 20% of its workforce in 2008 and 2009. Fitz is therefore focused on getting the most out of his team, which comprises 420 people worldwide, with 300 based in the UK. Unsurprisingly he has his eye on every penny of legal spend.

‘Out of every £1 of legal spend we have, we’re monitoring how much is spent on wages, legal process outsourcing (LPO) and on outside counsel,’ he says. He is keen to point out that this doesn’t mean he’s opposed to using outside counsel, and adds that he’s not trying to limit the spend on external firms but it should be reserved for only the ‘highest value-added, rocket science stuff’.

By his own admission, the amount of transactional work doled out by the company has been ‘historically low’ at BT – the company will only pursue the right type of assets. ‘We have tight controls over when work goes to outside counsel,’ he adds.

Law firms used: Bird & Bird, CMS Cameron McKenna, Cripps Harries Hall, Freshfields Bruckhaus Deringer, Gateley, Trowers & Hamilts, Wright Hassall

2010-present:
Group general counsel, BT

2009-10:
Chair of the Association of Corporate Counsel

2003-09:
Executive vice president, general counsel and company secretary, Misys

1991-2003:
General counsel, Cable & Wireless
The work doesn’t need to be done by someone highly paid, sitting in a European office,’ he says. ‘We’ve got a big in-house team but I’ve seen other smaller in-house teams spending between £10m and £30m on external advisers so we think a big internal team is an efficient response,’ he says. The company policy is to keep as much stuff in-house as possible but Blendis will instruct preferred firms on major transactional work and litigation.

Robin Saphra garnered plenty of attention last year after signing Baker & McKenzie as Colt Group’s principal adviser on a fixed annual contract worth £1m a year, cutting down his roster of external advisers from around 60 firms to just three. This has clearly reduced his legal spend, which currently stands at around £12m per year. Saphra is an innovator, and a quarter of his 50+ legal team is now based in India.

Robinson Smith certainly paid his dues before becoming GC at Telefónica UK in 2010: he has been with the company for 11 years. During that time, he has seen his company demerge from BT, rebrand into O2 and finally be acquired by Telefónica in 2005. So when he says, ‘I started absolutely at the ground floor’, he is not being too modest.

Noted for his ‘wealth of knowledge in the mobile sector’, his career highlight to date is to have been a part of the 2007 deal with Apple for exclusive rights to market the iPhone in the UK.

When comparing his role to others, Smith likes to think that his company takes a slightly different approach to using its legal function. He says: ‘My boss does not say to me: “I want you to go out and sue X number of people and recover Y amount of money”. Some legal teams are like that. They are treated as profit centres, we are not. Our instructions are to concentrate on the business of Telefónica UK and to help it succeed.’

A recent highlight was advising on the strategic partnership signed between Virgin Mobile South Africa and the FRIENDI Group in 2012 to create Virgin Mobile Middle East and Africa. The deal saw him call upon South African firm Bowman Gilfillan for local advice.

Blok says he tries to do as much work as he can in-house, but with a team of just six he often has to go to external counsel. However, he is known to run a very tight ship and says: ‘We’re good at having fairly frank conversations so everybody gets to the right number.’

The entrepreneurial and progressive culture of Virgin suits Blok, particularly as he gets involved in commercial deals from the outset and isn’t left to ‘fight fires’ or forced to deal with things at the end of the process.

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Maurice Woolf
Group General Counsel
Interoute

Having practised in-house for telecoms companies since 1995, Maurice Woolf has, according to one telecoms lawyer, ‘long been at the heart of the UK communications industry’. He uses outside counsel for big-ticket M&A and in specific areas where his team lacks the expertise, such as employment law. He turns to Bird & Bird for commercial work, Baker & McKenzie for corporate support and some regulatory work and Mayer Brown for transactional work. From his external firms Woolf expects high standards of work, responsiveness, value for money and an understanding of Interoute’s needs. Value for money is important: he particularly dislikes the use of high-quality expensive lawyers for straightforward work and would like firms to embrace LPO more to make high volume, low value work cheaper.


2003–present: Group general counsel, Interoute
2002–03: General counsel, Bulldog Communications
1995–2007: Deputy general counsel, GTS/Ehime

Stephen Lerner
General Counsel and Director of Regulatory Affairs
Hutchison 3G UK

Steven Lerner sees his role as an innovator. ‘I am not afraid of challenging the status quo or taking risks so we expect our external firms to think in a more creative and challenging way,’ he says.

He believes it is important to get real value for money from law firms and for fees to track to estimates. If they do not, he expects regular contact on work in progress so work can be appropriately budgeted, as should be the case with all other suppliers of services. He expects his external lawyers to immerse themselves in the issues the company faces and develop truly creative approaches tailored to his business.

Lerner also expects the company’s external lawyers will not ‘sit on the fence’ with advice but really provide sensible recommendations as if they themselves were having to make key business decisions.

2003–present: General counsel and director of regulatory affairs, Hutchison 3G UK
1999–2003: Senior lawyer, Clifford Chance
1998–99: Solicitor, Cameron McKenna

Paul van Straaten
Chief Legal Officer
Lebara Group

Paul van Straaten loves to be in the middle of the action. Whether it’s high-profile disputes before the European Court of Justice, major M&A transactions or projects in developing countries, Lebara Group is never just ‘ticking over’, he says. He currently runs a modest legal team comprising just three people, but the team will be adding another lawyer this year. The size of the team means that he depends regularly on external legal advice and he says he expects his external advisers to not only understand Lebara’s business but to frequently share relevant information from the market and regulatory arena, tailored specifically for his company and its own situation.

As a Dutchman I expect competitive fee arrangements that suit our varying requirements, he says. His use of smaller firms shows he is a thrifty operator. For example, he uses TCI Rechtsanwälte in Germany, SYGNA Partners in France and Cremaudes & Calvo-Sotelo in Spain.

Law firms used: Baker & McKenzie, Bird & Bird, DLA Piper, Lewis Silkin
2009–present: Chief legal officer, Lebara Group
2007–present: Owner, P van Straaten Beheer en Advies
2005–07: Director enterprise sales, Colt
1998–2005: Manager legal and regulatory affairs, Colt
1997–98: Legal officer, Portinga Bouw-en Exploitatiemaatschappij
1996–97: Legal adviser to city of Haarlem

Rosemary Martin
Group General Counsel and Company Secretary
Vodafone

One of the most high profile and respected GCs around today, Rosemary Martin joined Vodafone after more than a decade at news agency Reuters. She runs a huge team that is the equivalent of a law firm on its own, with 400 lawyers covering 24 countries. As such her team will deal with the vast majority of issues in-house. We do use internal legal resources a lot but there are occasions when we do need external legal advice in areas of specialist knowledge that we haven’t got or where we need more manpower and more brains and we’ll go outside for that, she says.

Law firms used: DAC Beachcroft, DLA Piper, Field Fisher Waterhouse, Herbert Smith Freehills, Hogan Lovells, Linklaters, O’Melveny & Myers, Slaughter and May, Webley & Co
2010–present: Group general counsel and company secretary, Vodafone
1997–2008: Group general counsel and company secretary, Reuters
1984–97: Partner, Renou & Mazz (now Mayer Brown)

Philip Davis
General Counsel and Company Secretary
Cable & Wireless Worldwide

Described by one telecoms expert as having done ‘a great job as GC at Cable & Wireless Worldwide in challenging times’, Philip Davis’ main task at CWW right now is to bring down group legal spend, which currently stands at around £1.2m a year.

He would prefer his 20-strong global team to handle the big-ticket commercial stuff in-house and he encourages stiff competition between his external advisers, putting out work to tender often so that firms bid against each other to bring down the price.

Davis has sought to put the legal team at the heart of the business and while the core of the legal team is based in the UK, the company has a lawyer in Bangalore, two in Singapore and one in Paris. The company, which was formed following the demerger of Cable & Wireless into CWW and Cable & Wireless Communications in 2010, only appointed its first external panel in 2011, where he applied a hands-on approach to picking the firms, supported by his able deputy Helen Copestick, who joined as a secondee from Norton Rose.

Law firms used: Baker & McKenzie, Herbert Smith Freehills, O’Melveny, Osborne Clark, Pinsent Masons
2007–present: General counsel and company secretary, Cable & Wireless Worldwide
2005–07: General counsel and company secretary, WS Atkins
2001–05: Group general counsel, Bookham Technology
1996–2001: Senior legal counsel, ICI
ANDREW BARDOT
SECRETARY AND EXECUTIVE OFFICER
INTERNATIONAL GROUP OF P&I CLUBS

As executive officer of International Group of P&I Clubs since 2006, Andrew Bardot is secretary of a body that insures 90% of the world’s oceangoing fleet. One private practitioner describes him as ‘one of the top private practitioners looking at things from the other side of the fence. After 25 years in private practice, he provides a very good perspective’.

He works alongside one lawyer – Pauline Marchand – who specialises in environment and pollution matters. ‘We don’t get involved in claims handling – that’s always dealt with by the individual clubs,’ Bardot says, explaining that he enjoys co-ordinating the activities of the 13 clubs in an industry that is truly global. This includes the formulation and development of group policies, operation of IG’s claims (ranging from $8m to approx $7bn), pooling and reinsurance arrangements. Annual legal spend can run into hundreds of thousands of dollars per year, and this very much depends on cases.

For example, IG has just emerged from a three-year competition investigation by the European Commission on which Hogan Lovells provided external advice.

The IG does not have a formal panel but works with a global group of lawyers on a range of reinsurance and regulatory issues. In the UK these include Reed Smith’s Andrew Taylor and Ince & Co’s Colin de la Rue. Bardot says: ‘We have long-term relationships with these firms and agreed rates. We are happy with the service they deliver. What is important for us is the continuity of the engagement and the intimate understanding that the lawyers have of our system.’

ANDREW WINTERTON
HEAD OF LEGAL AND COMPLIANCE
EASYJET

Andrew Winterton’s team advises on a host of contentious and non-contentious matters, ranging from M&A and competition to contract and consumer law. He manages the panel of UK-based legal advisers but also uses local firms in other jurisdictions, forming mini panels in countries where Easyjet has a registered presence.

‘We are generally happy with this approach as it has lowered our unit spend while retaining expertise and flexibility,’ he says. External spend can be anything from £3m-8m per annum, depending on whether there is any M&A activity or a major dispute.

Law firms used: Ashurst, Berwin Leighton Paisner, Bircham Dyson Bell, Clifford Chance, Eversheds, FJ Cleveland, Freshfields Bruckhaus Deringer, Herbert Smith Freehills, K&L Gates, Lewis Silkin, Osborne Clarke, Simmons & Simmons, Slaughter and May, Winckworth Sherwood, Wragge & Co.

2005–present: Head of legal and compliance, easyJet
2002–07: Legal counsel, Virgin Atlantic Airways
2000–01: Solicitor, Clyde & Co

ANDREW LEVY
LEGAL DIRECTOR
STAGECOACH UK BUS & RAIL GROUP

Andrew Levy’s small legal team advises Stagecoach across its three main divisions, which account for 12% of the UK rail market, 20% of the UK bus market and a coach business across both sides of the Atlantic.

He joined as sole counsel in 2004 but has since grown his legal team, appointing one London-based lawyer in 2010 and another in Dallas six months ago. The hire of a US lawyer follows the expansion of Stagecoach across the Atlantic in 2008 where it operates 2,800 coaches under the brand of Coach USA.

He uses a select number of firms, including Herbert Smith Freehills and Maclay Murray & Spens for UK corporate work, while some rail leasing work goes to Shoosmiths. Stagecoach also refers its regional work to Lancashire transport law firm, Backhouse Jones.

Stagecoach was awarded the UK’s South West Trains franchise in 2006. Earlier this year, in a landmark move for the industry, South West Trains formed an alliance with Network Rail, which will run until February 2017. Herbert Smith advised Stagecoach on the deal.

Law firms used: Herbert Smith Freehills, Maclay Murray & Spens

2004–present: Head of legal, Stagecoach UK Bus & Rail Group
1999–2004: Legal director, Alston
995–99: Solicitor, Linklaters

HOWARD CARTER
GENERAL COUNSEL
TRANSPORT FOR LONDON

Transport for London’s general counsel, Howard Carter, deals with a broad range of legal issues from large commercial projects and property to employment, public law and disputes. Heading a team of 75 lawyers, he effectively runs a full-service firm, located at TfL’s Windsor House HQ in central London.

‘We use external lawyers on a range of issues, particularly for large commercial projects to support delivery and funding of TfL’s £6bn investment programme, where we run specific competitions for the work and also for property, employment and litigation,’ he explains. ‘We also instruct counsel direct on a range of public law issues for TfL, the Greater London Authority and the Mayor’s Office for Policing and Crime.’

Typically, external legal spend is around £15m per year. This is principally on large commercial projects, where TfL is continually improving its infrastructure and other operational and commercial activities.

Law firms used: Ashurst, Berwin Leighton Paisner, Bircham Dyson Bell, Clifford Chance, Eversheds, FJ Cleveland, Freshfields Bruckhaus Deringer, Herbert Smith Freehills, K&L Gates, Lewis Silkin, Osborne Clarke, Simmons & Simmons, SNR Denton, Trowers & Hamlin, Wragge & Co

2006–present: General counsel, Transport for London
2001–06: Legal director, Greater London Authority
KEITH AUSTIN  
VICE PRESIDENT AND HEAD OF LEGAL UKIIEEMA  
DHL

As head of legal at DHL since 2006, Keith Austin leads a team of 30 lawyers across seven countries spanning Europe and the Middle East. He particularly enjoys ‘supporting a team which consistently achieves great employee opinion survey results, which reflect the way we provide legal services to the business’.

He expects external counsel to fully understand the business and to provide pragmatic, commercially focused and timely advice, at a price which truly reflects the value provided.


SUZANNE WISE  
GENERAL COUNSEL AND COMPANY SECRETARY  
NETWORK RAIL

Suzanne Wise joined Network Rail as general counsel earlier in January 2012.

In her current role, she is responsible for more than 30 staff in the legal services function at Network Rail and she is also a member of its executive committee, chairing its risk review group. Wise is leading the review of Network Rail’s panel firms: ‘It is over three years since Network Rail last undertook a panel review and I expect that the new panel will be in place by no later than the start of our next financial year in April 2013.’


KEVIN BOURQUE  
SENIOR VICE PRESIDENT AND COUNSEL  
DVB BANK

Kevin Bourque leads the legal team at DVB Bank, which specialises in financing transport assets. With an external legal spend of between £20m and £40m he is sole in-house counsel but has four secondees from his law firm panel.

Bourque was recruited by DVB Bank to formulate the legal architecture for a securitisation initiative. However, shortly after joining, he found himself as head of legal for the shipping division. He applies forensic analysis to his work, and is known for creating ‘warehousing structures’ in the Marshall Islands, where DVB has assets.

‘I’m a real commercial lawyer,’ says Bourque. ‘I’m very practical and that’s what underpins my decisions. I have to dig down deep academically to take a good view of the commercial legal risk that we are taking and what the range of risk is within that spectrum.’


KATE STAPLES  
GENERAL COUNSEL AND SECRETARY  
CIVIL AVIATION AUTHORITY

Kate Staples’ industry experience is broad and extensive: she joined the Civil Aviation Authority as general counsel and secretary in September 2010. Previously, she earned her stripes at the Department for Transport, with roles including head of aviation legal from May 2006, and head of railways legal.

She currently heads up a team of eight lawyers and says: ‘No two days are the same. I enjoy the variety and believe that clients are best served by a legal team that understands the objectives of the organisation and the context in which it operates.’

‘Where we appoint an external adviser, we will seek to work closely with them to ensure that our clients obtain the best possible service from all the lawyers involved,’ she says.


CAROL HUI  
GENERAL COUNSEL AND EXECUTIVE DIRECTOR  
HEATHROW

Carol Hui heads a team of 12 lawyers and four secondees taken from some of Heathrow’s seven panel firms, firms that are mainly used for M&A deals, bond issues and major litigation. Heathrow is currently in the process of disposing of Stansted Airport, and is using Freshfields Bruckhaus Deringer and Herbert Smith Freehills.

‘We expect our external lawyers to understand our business and what drives us, to give us practical advice, to be responsive to our needs and not to fleece us in the process,’ she says. ‘If they happen to have nice personalities to /f__e us in the process,’ she says. ‘If we appoint an external adviser, we will seek to work closely with them to ensure that our clients obtain the best possible service from all the lawyers involved,’ she says.

Law firms used: Allen & Overy, Blake Lapthorn, Bradics, Eversheds,


Blake Lapthorn, Brodies, Eversheds, Herbert Smith Freehills.
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