

# ALLEN & OVERY

**TECHNOLOGY  
& INNOVATION:  
STAYING AHEAD**

**ALUMNI YEARBOOK 2017**



# WELCOME FROM THE CHAIRMEN



 **Mahmood Lone and Boyan Wells** – Co-Chairmen, Alumni Network

Technology and innovation are the themes of this edition of our yearbook and permeate many of our articles. But we're a network of people, so you'll also find many stories celebrating the successes of fellow alumni around the world.

### Welcome to your 2017 Alumni Yearbook

This year we've seen the pace of technological change accelerate and the profound impact it's had on every sector, including the legal industry. To explore this further, we've made technology and innovation the theme of this, the 12th edition of the Alumni Yearbook. In its pages you can read about how Allen & Overy is responding to these changes and embracing technological advances. For example through Fuse, A&O's new tech innovation space in London, tech companies, our own team of lawyers and A&O's clients collaborate to explore, develop and test legal, regulatory and deal-related solutions using new technologies.

Technology is crucial to the growth plans of our office in Belfast and our global Litigation practice, and both are featured in this edition. We also hear from two of our alumni who have forged successful careers in new tech companies, and two others who published books in 2017, drawing on their personal interest in the future of science and technology.

Additionally, you'll find articles on War Child and Justice Without Borders, two charities A&O is supporting.

### A year of growth

It's been another busy year for the Alumni Network. The network continues to grow – membership passed 10,000 earlier this year – and we are also delighted to welcome Jo Hughes to our team. Jo will be focusing on liaising with our Client Relationship Management team and bespoke events.

Many of you attended the Global Alumni Reunion, our biggest yet with more than 1,400 attendees in 13 locations around the world. We've also held a number of class reunions, bringing together trainee groups 15 or 20 years from when they started at A&O. We want to build on these successes, so if you know of any former

A&O colleagues who haven't yet joined the Alumni Network, or if you have suggestions for future alumni activities, please contact us at [thealumniteam@allenover.com](mailto:thealumniteam@allenover.com).

We also conducted our alumni survey in early 2017. Thank you to everyone who took part. Your feedback on what we do well and how we can improve is invaluable in helping us shape the future of the network. The results were very positive and an important reminder that the collegiate nature of A&O is crucial in what we do. Most respondents for example, cited the people with whom they worked as the high point of their time at A&O, while more than half of respondents meet up with former A&O colleagues more than twice a year. In addition, more than 90% of respondents said they felt a sense of goodwill towards the firm.

We hope our Alumni Network activities and events go some way towards helping you maintain these relationships and allow you to build your own professional network within the A&O and alumni community.

Finally, we are delighted that the 2016 Alumni Yearbook received an 'Award of Excellence' at the Institute of Internal Communications Awards 2017. This was very much down to the hard work and ingenuity of Stella Ekkeshis, Jenny Enever and Pauline McFerran who, together now with Jo, make up our team. We are very grateful for all their efforts in helping us continue to grow and develop our Alumni Network.

We hope you enjoy this year's edition of the yearbook, and look forward to an exciting 2018 for the Alumni Network.

With best wishes

**Mahmood and Boyan**

Co-Chairmen, Alumni Network

### A&O's Alumni team



**Stella Ekkeshis**  
Alumni Manager



**Jenny Enever**  
Alumni Manager



**Joanna Hughes**  
Alumni Manager



**Pauline McFerran**  
Senior Alumni and  
Communications Assistant

# TECHNOLOGY & INNOVATION: STAYING AHEAD

Technology is transforming our lives. It supports us increasingly in everything we do. It encourages and enables innovation in ways scarcely imaginable a few short years ago, inspiring ever-greater creativity in what we do and how we do it.

A&O is a global leader in its embrace of technology in the legal sector. In doing so, the firm is at the forefront of the change evident in the wider corporate landscape as automation, connectivity and 'intelligent' systems become the new norm. This year's Alumni Yearbook offers insights into some of the exciting things the firm is doing to harness the potential of technology for clients' benefit. It also highlights the achievements of A&O alumni who are using technology in commercial, humanitarian and even literary pursuits.



04

## WIM & ANDREW

A&O's year has been newsworthy, if less dramatic than events unfolding around us.



10

## FUSE

Success depends on nurturing a true spirit of collaboration.



18

## NATHANIEL MANGUNSONG

In the thick of things at one of Indonesia's most exciting tech start-ups.

# AIMING HIGH

26

## GLOBAL LITIGATION

Aiming high with plans to consolidate our Litigation practice into a market leader.



38

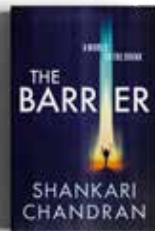
## SPOTLIGHT ON BELFAST...

A&O's Belfast office has made its mark on the firm and how it serves clients.

22

## VEENAY SHAH

Insights into how technology is changing the way we practise law.



30

## ABI SILVER & SHANKARI CHANDRAN

The plots thicken as alumnae authors publish tech-driven books.



44

## RESCUING CHILDHOOD

Working to improve the life chances of Syrian refugee children.



48

## TECHNOLOGY TAKES LEGAL AID GLOBAL

Using technology to provide access to legal aid for victims of trafficking and labour exploitation.

50

## ALUMNI NETWORK BENEFITS

52

## IN MEMORIAM

54

## INDEX/CREDITS

56

## STAY CONNECTED



INTERVIEW WITH

# WIM DEJONGHE

In the year since Andrew Ballheimer became A&O's Managing Partner and Wim Dejonghe moved up to be Senior Partner, the word 'Brexit' became an ever-present part of the UK's news cycle, Donald Trump moved into the White House and Apple launched two new iPhones. It's been a similarly newsworthy, if less dramatic year at A&O.



# ANDREW BALLHEIMER

**You've been in your leadership roles for 18 months now. How has it been and was it as expected?**

**Andrew:** I have to say, it's not been at all as I expected. I had been co-head of the Corporate practice for more than six years, and I assumed it was like that, but bigger, but of course it isn't. There's a consistent intensity with this job. In the past there might have been peaks and troughs, but this job is relentless – but in a good way!

We operate in a competitive environment where there is also pressure to perform. Inevitably this includes ensuring that our bottom line is at least as good as our peers', if not better. There are myriad decisions to make every day. And it's all against a backdrop of incredible change, with Trump, Brexit and a volatile market.

**Wim:** I would agree with that. You're never off duty. In terms of uncertainty, it's reminded me of my first year as Managing Partner when we had the global financial crisis.

**Andrew:** It's a volatile, uncertain world. We've done extremely well but, as a business, we can sometimes feel insecure. I feel we need to take a breath and realise that we're actually situated very strongly in the legal market. →

**Following on from that, A&O has had a record year in terms of profits (up 27%). What do you attribute this to and how do you plan to continue this success?**

**Wim:** It's been an interesting year. Brexit really increased anxiety. Within that uncertain environment, we've outperformed the market and the nervousness has calmed down a bit.

We've had to concentrate on keeping calm and being on top of what the business is doing. The stellar performance across the board has brought confidence into every practice area.

**Andrew:** Yes, this time last year we were saying, "Our model is a hedged business. Yes, the future's uncertain, but we are diversified and well hedged. Stay close to our clients and our firm will be successful." People hoped it was true, and a year on, that's been proven to be the case.

It really is a well hedged and resilient business with fantastic people.

**Wim:** We stay close to the clients, maintain the highest standards of quality and service, and challenge ourselves on the way we provide those services, such as through Advanced Delivery, which includes the Legal Services Centre (LSC) in Belfast, Peerpoint and Aosphere.

We don't take our position for granted, but I think if you stick to those core qualities – being collaborative, staying close to clients and maintaining a hedged business model – you can go a long way.



*"We don't take our position for granted, but I think if you stick to those core qualities – being collaborative, staying close to clients and maintaining a hedged business model – you can go a long way."*

**What sets us apart from our peers?**

**Andrew:** It's really the breadth of the offering across our product range in Corporate, Litigation, Banking and Capital Markets, and the fact that we are equally strong across all those areas. Our network is also much more extensive than those of our peers.

**Wim:** The big trick, though, is that our 44 offices are fully integrated. The clients see us operating as one team. It's easy to build 100 offices if they all work independently, but that is just not a compelling proposition – our integration really makes us stand out.

**How do you manage that level of integration?**

**Wim:** It's our culture and the fact that we bring people together in a single partnership with one profit pool. There are no 'local' partners – it's lockstep across the world. If the Hungary office does well, we all do well.

**Andrew:** It's also how you hire people. There's a strong focus on people with a consistency of approach in terms of ambition, drive and values. It's hardwired into the A&O DNA and it's critical.

**Wim:** We never compromise on quality. We've just been asked, "Would you set up a local law office in China?". We are open-minded about it, but only if we find people of the same quality as the rest of the partnership. If not, it could take years before we have a local law office there.



### In what areas do you see an opportunity for major growth or gaining greater market share?

**Andrew:** In the U.S. we have around 220 lawyers now and we probably need to have around 500-600 as a minimum to be a major player in the domestic U.S. market, which would be a big opportunity. Our clients have operations all over the world and the international law of choice for commercial activity is either English or New York law. We therefore need to have an equally broad capability in both jurisdictions.

**Wim:** We've been expanding in the U.S. in the last 15 months, from 42 to 50 partners. We'll continue to do that.

### What are your greatest threats and challenges at the moment?

**Andrew:** As far as threats are concerned, the U.S. firms are hiring aggressively at the moment, in particular for both UK and U.S. lawyers. Talent retention is therefore a big issue for us. This is a people business, and you want the brightest and the best. People do leave, mainly for lifestyle reasons these days. Some come back, but only a few at the moment.

**Wim:** That's why we introduced Peerpoint. We'd love people to come back so we offer them flexible working. It needs to work for them.

Another threat comes from the new entrants to the market, in particular the Big Four accountancy firms. To make sure we stay ahead of them, we need to engage with technology and big data. Our best defence is to do everything better than they do.

### What are your impressions of the Brexit process so far and what kinds of work has A&O won?

**Andrew:** We've been doing lots of advisory work for clients, particularly banking clients, insurers and corporates, helping them with 'scenario planning', should they decide they have to move.

**Wim:** There are also examples of new work, such as fund formation in Luxembourg, but the big volume of work will come on corporate restructurings, if businesses start moving.

### Can you tell us why A&O launched Fuse and what you hope it will achieve?

**Wim:** We wanted to introduce clients, tech start-up companies and lawyers to each other, to help them all share information collaboratively. The tech companies have the technology, but it may not be what the client wants or needs so we bring them face to face to have those conversations directly.

**Andrew:** They spark off each other. That's how you influence each other. That's how the best ideas will germinate and changes will happen.

### Can you comment on A&O's recent governance review and the new Executive Committee?

**Andrew:** Basically, it involves the creation of an Executive Committee at the heart of the firm which will essentially act as a management board and includes representations from the major practice groups and geographies. It is separate from the Partnership Board, which will be the conscience of the firm and have a supervisory role.

**Wim:** We started to think about how we ran the business and took a fresh look at the partnership deed. We realised that it provided for an Executive Committee which was never installed and which meant that the Partnership Board had to be supervisory and



executive at the same time. We're now streamlining our business units and support services, reducing management time and globalising finance functions, HR etc.

### A&O is a partnership which means each partner is an owner and not an employee. In view of the size of the firm, how do you see the importance of a partnership ethos? Allied to this, what is done for younger partners particularly to feel real owners and thus encourage collegiality and loyalty?

**Andrew:** It's critical that partners feel they're owners of the business; that they're both accountable and responsible but, most importantly, empowered in terms of going out and being an entrepreneur and running the business as best they can.

For younger partners, it is very important that they have a voice through having an equal vote from day one of partnership. We support them in being successful as partners through coaching and targeted development programmes which also encourages strong bonds to develop between partners. I believe that our collegiate culture means that our more experienced partners look for opportunities to help new partners be successful in their early years as a partner. →



**Wim Dejonghe**  
Senior Partner  
A&O: 2001-present



**Andrew Ballheimer**  
Global Managing Partner  
A&O: 1987-present

**There is increasing movement by partners from firm to firm.**

**What does A&O gain by being a lockstep?**

**Wim:** Having one lockstep across the world helps build a collaborative culture. It helps bring people together in a single partnership.

**Andrew:** It creates a sense of long-term, two-way commitment to sharing in the success of the collective contribution of all our partners.

**Can you tell us about the success you've seen with Advanced Delivery?**

**Wim:** If you added together all the revenues from Advanced Delivery, it would be our fifth largest office. And there's more to come. Take aosphere, for example, which offers online legal risk management products. It's a subscription service for clients, who may have got rid of teams that would previously have maintained the content covered by those products. For what is a small annual fee for them, they have a service which is always up to date and is very high quality.

**Andrew:** There are now 12,000 individuals using aosphere, and the attrition rate from subscriptions is around 1%. It's a superb business model, and there are so many more products we can provide.

**Where do you see the direction of travel for aosphere?**

**Wim:** In all areas of our practice, there is an increased client expectation around the use of technology to deliver cost-effective legal service, and we are more than happy to meet that expectation. We are always looking proactively for new ideas to meet the challenges our clients face, rather than reacting when they come to us with a problem. It sets us apart.

**Andrew:** The aosphere team has also led the way in agile working. They're based in locations ranging from London to New York, Belfast and Dubai and using technology such as FaceTime and virtual whiteboards to maintain good communication and collaboration. It works for everybody and we can definitely do more.

**What skills will future lawyers need?**

**Andrew:** Technology skills.

**Wim:** Coding. In the next ten years, the lawyer who knows how to code will rule. In the Finance space, re-papering of contracts is all about coding. The winners will be the lawyers who understand how to code to do all the transfers and changes to the agreements.

**Andrew:** Ninety-four per cent of our graduates have a law or humanities background in the UK. That's staggering. That has to change in the future.

**What are your thoughts on agile working? Could this affect our office space in the future?**

**Wim:** We need to evolve from an employer/employee relationship to having a platform where people can work in whatever way suits them best. We need to develop a menu of employment options, rather than having a one-dimensional relationship with our employees.

**Andrew:** People do need face-to-face contact though – it's the way to get the best out of people. Using technology to help people have the lifestyle they want should work together with the fact that we encourage people to travel regularly to meet each other.

**How has Peerpoint and programmes such as ‘I’m Back’ helped people who want to have more control over their time, or who may have taken time out and want to return to the law?**

**Wim:** Of the lawyers we lose, many leave for lifestyle reasons, and it’s a real tragedy. It’s a loss to us and to them. There’s a tremendous opportunity for both of us here.

**Andrew:** ‘I’m Back’ provides a route back to the workplace for those who have been on a career break. We encourage people to do this return-to-work programme, which is now in its second year, as a way to refresh their technical and core skills and to gain on the job experience by working within our practice groups. At the end of the programme, we help them find the opportunities that suit them, including working for Peerpoint as a consultant.

**What else is A&O doing to attract/retain its best talent?**

**Andrew:** There is not one single answer to that. It’s having a competitive overall package – the best work, the best support, our culture and the best environment.

**Wim:** Yes, with the best people to work with. We also aim to invest in our employees’ personal development and give them training in legal and non-legal skills. We provide exciting opportunities if they want to work internationally and we support agile working, if that is what they want.

There’s a competitive package in terms of salaries and benefits, but that probably comes lower down the list for our staff, typically.

**Andrew:** We’ve had more than 200 alumni returning to us in the past two years, but we want more, and we’re working hard to make that happen. ●

*“It’s critical that partners feel as though they’re owners of the business; that they’re both accountable and responsible but, most importantly, empowered in terms of going out and being an entrepreneur and running the business as best they can.”*





**Fuse**  
by ALLEN & OVERY

## A FUSION OF IDEAS

After an exhaustive selection process, we have opened the doors to Fuse, our new tech innovation space, with eight diverse start-ups forming the first cohort of companies to work with A&O and with clients on promising technologies and solutions.

On your next visit to the Bishops Square office, you might notice a subtle change.

One corner of the building – sitting on the borders of Shoreditch and the City of London – has been transformed into an exciting and vibrant workspace dedicated to harnessing the power of technology to help us work in smarter, faster and more efficient ways with our clients.

Over the summer, a warren of corridors and small offices at One Bishops Square were remodelled. Walls were knocked down to create a largely open-plan space with private meeting rooms for more confidential conversations. New lighting, furniture and hot desk work stations were installed and windows opened up to give a view out on to the often teeming streets around Spitalfields market.

Welcome to Fuse, A&O's new tech innovation space.

It's here that selected tech companies will be working with our own technology experts and lawyers, and with clients too.

The task: to create relevant solutions in the closely inter-related worlds of legaltech (helping in-house lawyers and law firms to operate more efficiently and cost-effectively), regtech (supporting businesses in complying with law and regulation) and dealtech (developing new ways for businesses to negotiate and transact with each other).

Fuse opened its doors on 7 September, welcoming eight hand-picked tech companies covering diverse areas of the legal market and deploying a range of technologies including data analytics, work flow management systems and verification tools, blockchain and Artificial Intelligence (AI).

They will be with us until January 2018, when they make way for a new cohort of companies.

Jonathan Brayne, chairman of Fuse, explains why the project is so important to the firm: "We know that the way we and our clients work is going to be transformed significantly by new technologies and that these technologies will open a wide range of opportunities for us in the years ahead.

"But we realised early on that we really didn't have a good enough handle on what those technologies and opportunities might be.

"By inviting these carefully selected companies, and the entrepreneurs behind them, to come into the innovation space, we have given ourselves a window on an important world, one that would not have been available to us without a set-up like Fuse."

It's a dilemma faced by companies across sectors.

From banks to airlines, carmakers to retailers, many are trying to come to terms with the challenges posed by disruptive technologies that are forcing them to rethink their business models in fundamental ways in order to

incorporate the advances made by tech companies with compelling new ideas.

Many have come to the conclusion that the best way to deal with disruption is to embrace it, and, to get a head start, an increasing number are investing in start-ups or launching incubators or accelerator programmes to forge a relationship with companies working with these technologies.

### Brave new world

As we devised our own strategy we decided to take a slightly different approach. Shruti Ajitsaria, who heads Fuse and runs it day to day with the help of a full-time assistant and a host of A&O volunteers, explains.

"It struck us that if we were to create solutions that were really relevant to the firm and to our clients, it would make sense to build a space where we could all come together – A&O, our clients and tech companies – to pool our thinking, all learning from one another and collaborating closely," says Shruti.

"In that sense, Fuse is very much in line with the firm's approach to the advanced delivery of legal services, with a real focus on working hand in hand with our clients to find smarter, more cost-effective ways of delivering our services."

The Fuse model was arrived at gradually as different people approached Jonathan with ideas. →

*Fuse opened its doors on 7 September, welcoming eight hand-picked tech companies covering diverse areas of the legal market and deploying a range of technologies including data analytics, work flow management systems and verification tools, blockchain and Artificial Intelligence (AI).*



*“Although we are primarily investing time and effort rather than money, that’s the secret behind any kind of tech investing. You have to be bold and be open to the fact that there are likely to be both successes and failures along the way.”*

Shruti, a counsel in our International Capital Markets (ICM) practice, had herself put together a proposal for an A&O fintech accelerator while attending a three-month start-up course at Google campus while on maternity leave.

Further impetus for starting work on the project came when senior partner Wim Dejonghe learned from a client how life science companies had set up similar environments to work collaboratively with start-ups to develop drugs, treatments and medical devices.

Wim also invited Richard Susskind, an advisor to A&O who has written extensively on the future of the legal profession, to help develop a proposal.

The concepts from these sources were blended together to create the tech innovation space – the product of a true fusion of ideas.

But this is still a brave new world, with many of the start-ups addressing these technologies at the very earliest stages of development, often pre-profit and even pre-revenue, their ideas at the concept or prototype stage.

So where to start the process of identifying which start-ups and technologies had real promise?

The team decided to open an application process for companies interested in joining Fuse but, with relatively little background information, the exercise was something of a stab in the dark, admits Shruti.

“We had no idea what to expect in terms of a response to our search for potential participants,” she says. “But when we opened our application process in May 2017, the response was tremendous, with a total of 84 businesses eventually asking to join the first Fuse cohort.”

In that sense, Fuse had already delivered a significant benefit to the firm, allowing it to draw its own picture of how new technologies might blend with the day-to-day work of A&O lawyers and the fantastic developments being done in-house by our own tech experts.

Obviously anxious to get the selection right, Jonathan and Shruti pulled together a panel of external experts and A&O sponsors to help them whittle the number of potential participants down to a more manageable nine.

The panel, which included J.P. Morgan’s Oli Harris, Funding Circle’s Robert Kerrigan (himself an A&O Alumnus), Amazon’s Alex Wong and Balderton Capital’s Sam Myers, then gathered for a day in July to hear the shortlisted companies pitch their ideas.

But the strongest voice on the selection panel, says Shruti, came from the A&O sponsors selected to work closely with the individual companies, to help them set and achieve bespoke milestones and make connections within the firm and with clients.

One A&O sponsor, London partner David Campbell, is working with Legatics in the first Fuse cohort.

“I’ve been working with Legatics for a while, but being part of the selection panel and having them on site in Fuse has made a huge difference to the way we work together,” he says.

“It makes it much easier for me to meet them. I’ve been able to introduce them to clients and to other partners, and they can easily get together with other lawyers and A&O’s IT team to help develop their product – and of course all of this helps A&O at the same time.”

Jonathan says it was important to rely on a wide range of advice in making our final selections. “The truth is, it’s very hard in a short period and with limited contact time to really understand the technologies these 84 companies are employing. In that sense, it’s very different to doing a more traditional commercial partnership where you can rely on an intensive process of due diligence and market analysis,” he says.

“Here we had to put our faith in the collective wisdom of the people we put together on our selection panel and to be honest with ourselves and realise that we might get some calls right, others not.

“Although we are primarily investing time and effort rather than money, that’s the secret behind any kind of tech investing. You have to be bold and open to the fact that there are likely to be both successes and failures along the way.”

### **Entrepreneurs-in-residence**

Before the final decision was made, one other company had already been invited to join Fuse.

Quite separately, Nivaura – a fintech start-up developing a cloud-based service to help small and medium sized companies access the capital markets in an affordable way – had already formed a strong working relationship with A&O.

We’ve helped it refine its system as it carries out ‘sandbox’ testing with the Financial Conduct Authority to gain regulatory approval. We’ve also made a small equity investment in the business and ICM partner Phil Smith has agreed to join the Nivaura board.

It seemed logical to involve Nivaura in Fuse and the team was invited to become Fuse’s ‘entrepreneurs-in-residence’, helping and guiding our other chosen tech companies by sharing advice and business experience while continuing to develop its own platform.

Nivaura, says Jonathan, is a perfect example of the power of collaboration between tech company, law firm and client,” he says.

“Within the realm of dealtech, they’re creating an end-to-end solution using a range of technologies including blockchain, AI, machine learning and smart contracts.

“The platform is potentially highly disruptive yet sits comfortably alongside our approach to working with clients in new and cost-efficient ways.

“Our growing relationship with Nivaura and other tech companies allows us to have a new kind of conversation about technology with clients. It’s a great example of the sort of doors that Fuse can open and the sort of competitive advantage it could create for us.”

Shruti agrees. “The selection process has been really fascinating,” she says, “allowing us to map for ourselves where some of these important technologies are going and where they may take us as a firm. It’s been fantastically exciting to welcome the companies into Fuse and to get the project under way.”

**Shruti Ajitsaria**  
Counsel and Head of Fuse

## THE FIRST FUSE COHORT

The eight companies selected to join Fuse cover a broad sweep of the legal market, deploying a full suite of technologies in useful and potentially highly rewarding ways.

It was inevitable, with the broad scope of the application process we put together, that the 84 companies that applied online to join the first Fuse cohort would be diverse.

In the end we drew interest from companies at very different stages of development, using very different types of technology and with very different target markets in mind.

That diversity is evident in the eight companies that made it through to the final selection list, ranging from a company using an innovative contract creation, workflow and data analytics tool, to a provider of regulatory risk intelligence and a social enterprise helping asylum seekers around the world gain access to pro bono legal advice.

Some of the companies already have clients using their systems; others are still at the concept or prototype phase. Many of them are anxious to test their ideas in a real working context; others are looking for marketing and business development support.

All are looking to build important links with A&O lawyers and our clients and all have, in different ways, found the Fuse experience to be positive. ☺

*"In the end we drew interest from companies at very different stages of development, using very different types of technology and with very different target markets in mind."*

## The eight companies finally selected are:

### Avvoka

An end-to-end digital platform, operating under the tagline 'Contracts made simple', allowing legal and commercial teams to create, live negotiate and analyse B2B contracts.

Co-founded in 2015 by former City of London lawyers Eliot Benzecrit and David Howorth, who first met on an A&O vacation scheme, the platform makes use of a contract creation, workflow and data analytics tool. The company monitors negotiation patterns, clause variations and commercial terms across contract portfolios to speed and inform decision making.

"We're delighted to be part of Fuse," says Eliot. "It's a great opportunity to help guide the product with tech-forward lawyers in a collaborative space that takes legal advancement seriously."



### Nivaura

A fintech start-up using a full suite of technologies, including blockchain, smart contracts, machine learning and AI, to create an integrated platform for small and medium sized enterprises to access the capital markets in an affordable way.

Led by CEO Avtar Sehra and COO Vic Arulchandran, the company is in the second phase of testing its technology within the Financial Conduct Authority's regulatory 'sandbox' and says the relationship with A&O is proving very fruitful.

"Innovating through vertical integration is challenging in any industry, but even more so in the capital markets, where there are significant financial, technical, regulatory and legal complexities," says Avtar.

"Working with A&O has made managing this easier, not only due to the A&O team's understanding of each part of the system but also how the different elements interact. Being part of the Fuse programme enables us to work very closely with experts from every area of A&O to push the boundaries of our product."

### Corlytics

A regulatory risk intelligence business set up in 2013, providing clients with detailed risk information and data using forensic analysis and a system to forecast fines and sentencing patterns globally.

Corlytics Solutions helps global banks, regulators and other financial services players identify, manage and mitigate financial risk.

"A&O has proven itself to be at the forefront of the legal and regtech revolution," says Mike O'Keeffe, general manager of Corlytics Solutions. "We think we have a unique opportunity to create combined offerings for our respective clients and we are very excited to be part of Fuse."

"Two weeks into the programme, we had already benefited from being involved with Fuse. The A&O team put an excellent induction in place and we had already had a series of excellent meetings, opening doors and creating contacts and new business opportunities for us."





### iManage

Previously known as RAVN, iManage is now an independent software company, developing natural language processing and machine learning technology to organise, discover and summarise complex documents.

The cognitive computing solutions it offers aim to transform the way organisations exploit their knowledge and information.

Robert Florendine of iManage says: "For us, Fuse is an opportunity to work even more closely with A&O and instantly explore new uses and ideas for our platform.

"There's also a great opportunity to build new and hopefully long-lasting relationships with our fellow Fusers and to learn from each other. The space that A&O has created has all the elements needed to make these things possible."



### Ithaca

Launched at a time when the world is experiencing the worst refugee crisis since the Second World War, Ithaca is a charitable, social enterprise that aims to develop an online platform, accessible by mobile phone, to help asylum seekers around the world track down pro bono legal representation and advice.

Ithaca's Joe May describes the first days of being involved with Fuse as "incredible", and has been delighted to find that Ithaca's values closely match up with those of the A&O pro bono team and the firm as a whole.

"All of the team from A&O have been incredibly supportive and are full of fantastic creative ideas on how to move Ithaca forward," he says.

"Our primary aim while we are here is to lift Ithaca off the ground and we hope to achieve a working product that can be used to support numerous individuals in desperate need of legal support."

### Vable

A creator of content aggregation, automation and intelligence software, CEO Matthew Dickinson founded the firm in 2004 after devising a newsletter solution for law firms. He went on to develop this initial offering into a broad and sophisticated platform for managing all kinds of legal information and library resources.

Matthew says Fuse offers a fantastic chance to work with A&O's information specialists, technologists and lawyers as well as with key clients.

"It gives us an opportunity to create a solution which we believe is going to be a game changer," he says. "The community aspect of Fuse is also very attractive – being in the same space as other tech companies looking to make a big difference."



### Opus 2 International

The latest innovation founded by entrepreneur Graham Smith-Bernal, who previously developed the groundbreaking LiveNote software subsequently acquired by Thomson Reuters.

Originally a developer of litigation and transcript management software, the company is now developing a tool to support lawyers tasked with verifying prospectuses.

Opus 2's Josh Kirk says: "We joined Fuse to develop our tool for the verification process and we're hoping to get valuable feedback from A&O's lawyers and clients to help us shape this tool and bring it to market.

"It's been a fantastic experience so far and what we're learning is helping to inform our development process. We're excited to see what the next few months bring."

### Legatics

A company turning paper and email legal processes into simple and innovative software, helping law firms make efficiency gains by rethinking everyday legal work patterns. Its processes are now built into a single integrated deal platform, called Legatics River.

Daniel Porus, head of business development at Legatics, says Fuse offers the company the chance to work closely with A&O lawyers and clients to refine its software.

"The environment here at Fuse is perfectly suited for the collaborative meetings we have had with A&O clients and industry experts," he says. "We've also benefited greatly from sharing experiences with the other participants." ↻

**Jonathan Brayne**  
Chairman, Fuse and aosphere

## GETTING DOWN TO WORK

The success of Fuse will depend on our ability to bring together our own experts and lawyers, the tech companies and, crucially, our clients in a true and productive spirit of collaboration.

All the months of careful preparation meant that Fuse was, appropriately enough, ready to begin with a bang when the doors opened on Thursday 7 September.

After a one-day induction session giving the companies a chance to meet each other, the A&O team and many people from across the firm, the first full week began with the cohort being thrown into two days of mentoring.

This involved both A&O volunteers and 19 external experts covering a range of specialisms from tech innovation through to venture capital financing, stakeholder engagement, organisational design and change management.

*“What’s so great about Fuse is that it can really inspire A&O people to think in new and creative ways about technology. The space is here, the door is open and the companies are only too willing to make contact and talk through ideas.”*

Among those external experts were J.P. Morgan’s Daniel Drummer, Yinan Zhu of Gingko Tree Investment, digital strategy and financing experts from the consultancy firms PwC, EY and Deloitte, representatives of Barclays and RBS, and venture investor Margaret Perchik, who flew over from Amsterdam to join the programme, having heard Shruti pitch a tech innovation space proposal during her time at the Google Campus.

All the companies had 20 minutes with each of the mentors and contacts with them will be maintained and built upon during the five months the companies are working within Fuse – and beyond.

As the first cohort will end their time in Fuse in January 2018, there is a strong incentive to make the most of the opportunity quickly.

That has happened. Even in the very early days, important contacts with clients were being made – the sort of invaluable connections the companies will need as they refine their ideas and try to put them to the test in working environments.

One financial institution, for instance, in the first week had had several meetings with one of our chosen companies about launching a joint pilot project, and there have been many clients getting in touch to find out how the Fuse project is progressing or to express a specific interest in working with our companies on particular solutions.

Shruti has been delighted by the phenomenal level of engagement from people within A&O, with many lawyers and staff popping down to the Fuse space to meet and talk through ideas with the companies – just the sort of vibrant collaboration she and Jonathan had always hoped to create.

She gives a great example. Jonathan Jackson, executive advisor to Wim Dejonghe, dropped in to ask if it would be possible to develop a system for identifying key partners with expertise in certain technologies. It was an idea he had first raised through A&O’s i2 platform,

which gives people across the firm a forum to suggest new ways of using technology in our everyday work.

Jonathan was introduced to the iManage team and within minutes they were able to demonstrate how such a system might work.

“That’s what a typical day in Fuse will be like, I think,” says Shruti. “It will be full of moments just like that, with people from within A&O and from our clients dropping in and tapping these companies on the shoulder and making important connections.

“What’s so great about Fuse is that it can really inspire A&O people to think in new and creative ways about technology. The space is here, the door is open and the companies are only too willing to make contact and talk through ideas,” she says.

“Ultimately it’s our lawyers who will know better than anyone how some of these technologies might transform their work and what kind of solutions our clients are looking for. They are just the sort of contacts these companies need and it goes both ways.”

### Thinking ahead

Of course, Fuse is not a static programme, nor is it a one-off. The process of preparing for the cohorts to follow is ongoing.

And that’s giving the team the chance to think about how this spirit of collaboration between A&O, the tech start-ups and clients can be deepened and made even more productive. And, as Jonathan explains, the ways of doing that are varied.

At times A&O will hope to match a technology and a provider directly to a challenge being faced by an individual client, he says. In later cohorts, the approach may be to target issues common to a number of clients in the same sector and then to invite tech companies to join the programme that can propose a solution – or even part of a solution – to that challenge.



**Jonathan Brayne**  
Chairman, Fuse and aosphere  
A&O: 1978-present



**Shruti Ajitsaria**  
Counsel and Head of Fuse  
A&O: 2002-present

“Between those two ends of the spectrum, there are, conceivably, all sorts of ways our clients might get involved,” he says.

“But the crucial point is that Fuse has really put us in the flow of these new technologies and is giving us a real understanding of how they are likely to change the way we work.

“The knowledge we are gaining through Fuse should spread throughout A&O – there are signs already that this is beginning to happen. And when it does, it means we will be equipped to engage with clients much better in situations where technology can be part of the solution to the challenges they face. That’s a truly exciting prospect.” ●



**Find out more:**  
[allenovery.com/advanceddelivery/Fuse](http://allenovery.com/advanceddelivery/Fuse)



# SMALL WORLD, ENDLESS OPPORTUNITIES

A&O training and connections are helping alumnus Nathaniel Mangunsong handle the challenges of heading the legal department at one of Indonesia's fastest-growing tech companies.

Nathaniel Mangunsong appears to like start-up situations.

He was one of the first lawyers to join Ginting & Reksodiputro, A&O's associated office in Jakarta, and now, as group head of Legal and Compliance at GO-JEK, the ride-share and lifestyle app, he's in the thick of things at one of Indonesia's most explosively growing tech start-ups.

He recalls that when he joined the Jakarta office in 2010, the general telephone number for the office was 1700. "My extension was 1706 – so I was the fifth lawyer other than founding partner Daniel Ginting to join the firm," he says with a laugh.

Nathaniel stayed with the firm as a senior associate until 2016, on the way completing a year's secondment in 2012-13 at our Singapore office.

A&O still operates as lead external counsel to GO-JEK, so in his new role, he finds many welcome connections with old friends and colleagues.

"Even when dealing with counterparties, familiar faces dating back to my A&O days regularly pop up," he continues. "It's a small world when you have all those friends working around you."

## Big ambition

However, there is nothing small about GO-JEK. In Southeast Asia's burgeoning tech market, the company – which started operating from a small apartment in Jakarta in 2010 – has grown at an extraordinary pace.

By August 2017, its app had been downloaded some 50 million times. The company now serves 50 major cities across Indonesia compared with just ten when Nathaniel joined in April 2016.

A fundraising round in 2016 attracted a range of international investors including the private equity (PE) giants KKR and Warburg Pincus. It saw GO-JEK valued at more than USD1 billion to become Indonesia's first so-called 'unicorn' company. Analysts say its value continued to soar this year – an extraordinary trajectory for such a young business.

The company's offering evolved at an equally impressive pace as it gradually added new services to the original business, which was a ride-sharing app using motorcycles to cut through Jakarta's notoriously congested streets. GO-JEK is a play on ojek, the Indonesian word for a two-wheeled taxi.

Now it has a range of other value-added services, including four-wheeled taxis, food delivery and discovery, the dispatch of medical supplies, mobile massage and beauty therapies and one of Indonesia's first mobile phone banking operations.

The company's website lists a range of neatly branded businesses, including GO-AUTO, GO-MASSAGE, GO-CLEAN, GO-GLAM and GO-PAY, the online payments service – evidence of a top-speed corporate journey from a ride-share to a lifestyle business. And there's no sign of that journey slowing down.

It's a good example of how homegrown tech businesses in Indonesia, and across Southeast Asia, have taken ideas and solutions from other markets and adapted them to meet local needs, rapidly growing to scale in the process.

## An interesting ride

Nathaniel's own journey to GO-JEK was also, in his words, an "interesting" ride. Approached in January 2016 by a headhunter looking to fill a new head of legal role at the company, he took time to consider the offer.

"I was reviewing my career options and thinking about how I would like to move forward in A&O or other firms," he says. "I knew Andre Soelistyo, the GO-JEK president, as he was an A&O client. But GO-JEK wasn't as big as it is now, so I told the headhunter that I needed to think this through."

Although Andre was not at first keen to recruit a head of legal from the company's lead counsel, the two men met and soon realised it was a good fit. "In the end, the A&O connection meant that the transition was smooth," says Nathaniel.

"With me here at GO-JEK, the relationship with A&O runs well because I know the Jakarta team, I've worked closely with the Singapore office and with the teams in Sydney and Beijing. So it's a strong relationship," he says. →





**Nathaniel Mangunsong**  
Group Head of Legal & Compliance,  
GO-JEK  
A&O: 2010-2016

### Biography:

After studying law in Jakarta and completing his LLM at New York University, Nathaniel began his career at Baker McKenzie Jakarta before joining A&O as a senior associate in 2010. Two years later he was seconded to the Singapore office for a year before returning to Indonesia. He joined GO-JEK as Group Head of Legal & Compliance in 2016.



Since taking up his post at GO-JEK, he has expanded the legal team from just two to 13, adding a new compliance function which reflects the regulatory and technical complexity of operating an advanced tech company in a market which is still developing its legal and regulatory framework.

“We won’t stop there,” he says. “As we take up new opportunities and add new products, we’ll need to continue to grow the legal side. As we do, we’ll continue to concentrate on operating efficiently and developing the team’s legal expertise and business skills in these still relatively new areas of commerce.”

### Managing disruption

Nathaniel says the expansion has not always been smooth or without controversy.

One of the company’s most important jobs is managing ‘the impact of disruption’ – in other words, to introduce transformative technologies into the market smoothly, carrying existing businesses and wider society with it.

“It’s always a challenge, but the company has a clear aim,” says Nathaniel.

“As a company we are not about winners and losers,” he continues. “We’re trying to be a truly inclusive business and to convince other service providers that by working together we can use technology to spread benefits across society. That’s quite a powerful vision.”

### Financial inclusion

One of the best examples of this vision in action is GO-JEK’s role in extending financial services through its GO-PAY online payment service in a market where the majority of people remain ‘unbanked’.

Many of the people who download the app have no access to normal banking services: no conventional bank account and no credit or debit cards. GO-PAY offers them their first chance to transfer credit seamlessly, bringing them into the banking arena for the first time.

The Indonesian government has a policy objective of increasing financial inclusion, yet banking regulation

is built around traditional banking services rather than the possibilities offered by new technologies of the sort GO-JEK is deploying.

Regulation needs time to catch up. Given that, it's important that GO-JEK is being given the opportunity to 'sandbox' its ideas and to test out the regulatory system for its services. Such tests will ensure that extending financial services to a new generation of customers through an online platform is done safely and securely.

Nathaniel is acting as a champion in this area of GO-JEK's business, regularly liaising with regulators and other players in the market to help shape future regulation.

"For regulators and policymakers, this offers hope that they can create financial inclusion in a more profound way," he explains.

**Future growth**

So where does a company that has made such giant strides in its domestic market go next?

Nathaniel is clear that GO-JEK will look for new areas where it can add value. There is still so much more to be done in Indonesia, with a population of nearly 260 million people and an economy that many predict will become one of the world's biggest, alongside China, the U.S. and India, in the next 10 to 20 years.

"Indonesia is still such an untapped market," he says. "We have so many smaller cities and island communities that we can address. With the development of infrastructure in these places, there's a real opportunity for us."

That's an exciting prospect for Nathaniel in terms of his own career path. Working for GO-JEK is challenging

him to develop new skills, both legal and entrepreneurial. He credits his time at A&O for the grounding that has allowed him to take advantage of new opportunities.

"I'm grateful to the firm for giving me the opportunity to develop my skills across a broad range of disciplines, to experience different practice areas, work in different offices, to train and to build leadership skills," he continues.

His role at GO-JEK means that he is being called on to innovate in the legal sphere much as the company is innovating in the tech arena in an extraordinary market, and that's exciting.

"Now I'm at the forefront of not only advising but also of implementing and executing," he says.

"It's not always easy, but I think my time at A&O shaped who I am and that means I feel ready and equipped to be part of something great." ●

⊗  
Reconnect with Nathaniel Mangunsong via the Alumni Network at [allenoverly.com/alumni](http://allenoverly.com/alumni)

*"Working together we can use technology to spread benefits across society."*





**A NEW DIGITAL DIRECTION** &





## Making the transition from A&O lawyer to co-founder of a tech start-up has given Veenay Shah an insight into how technology is changing the way we practise law.

Veenay joined A&O's Banking department in 1998. He left two years later to join DealComposer, an online capital raising company, as in-house counsel, before launching his own company, HighQ. His 'inside' experience of deals was invaluable in helping build his company into a leading supplier of cloud-based enterprise collaboration software.

### Tell us about your time at A&O.

I worked on aircraft and shipping finance deals at A&O. It was hard work, with long hours and many all-nighters, but I learned a lot and enjoyed my time there. The deals were exciting, and I had responsibility from early on. I mostly worked with Julia Salt, Mario Jacovides and Ian Annetts. Fortunately, there was time for relaxation too, when I played golf with partners and colleagues, including Mario, Richard Satchwell and Davide Mencacci. I also helped organise a few corporate golf days, which was fun.

### Why did you leave A&O and what was your next step?

Being a lawyer, either in-house or as a partner, wasn't my long-term goal. I'd always wanted to start my own company, and that ambition stayed with me throughout my time as a lawyer. When I left A&O I joined DealComposer. It was 2000 and the peak of the dotcom bubble. DealComposer was designed to guide companies through funding processes, including regulatory and due diligence. I joined as their in-house counsel, but also worked on business development. It was an interesting time and, although ultimately the business didn't succeed, it taught me a lot about running a start-up.

### Tell us about HighQ.

When I left DealComposer, I co-founded HighQ with my best friend from university, Ajay Patel. HighQ supplies cloud-based enterprise collaboration software.

It provides secure project and client collaboration to some of the world's leading law firms, investment banks and corporations to drive digital transformation, innovation and client engagement.

### How did you spot the opportunity to develop HighQ and what role did A&O play?

At the time I left A&O, David Morley was leading the development of A&O's in-house 'virtual deal room'. Several law firms were doing the same, but it was expensive to develop, and difficult to maintain and enhance due to competing internal IT projects. Ajay and I also realised early on that not all law firms would have the resources to develop in-house systems. So we decided to start HighQ.

The plan was to build the best file-sharing software and license it as a hosted solution to the legal industry. The idea was further reinforced by the fact that it was important for lawyers and their clients to have an industry standard to minimise any learning curve. This solution had the benefit of law firms avoiding putting resources into developing in-house products.

During this time, I made contact with Marc-Henri Chamay, who joined A&O after I left. At that time, he worked on technology solutions for A&O and was interested in and supportive of our product development. It was helpful to have someone to talk through ideas with in those early days. He also put me in touch with people in similar positions at other law firms, and between them these contacts were instrumental in defining a product that would work best for lawyers and their clients.

I was also indebted to Mark Dibble, who took the time to understand the solutions we were trying to build. Mark also joined A&O after I had left. He was head of Digital and Online Services, and his feedback on how we could make improvements to our product was invaluable. →



### **How has being a banking lawyer shaped your career choices?**

Amid the rush of adrenaline working on deals, I still found time to think about how lawyers function in a high-pressure environment. I started considering ways in which the delivery of legal services could be streamlined to benefit both clients and law firms. My experience at A&O helped me transform the kernel of an idea into a product. Knowing how to build the right product only came from being able to work on the inside and have a close understanding of how deals work and how the parties on each side need to communicate and collaborate.

*"The most useful products will be those that automate the more document heavy and mundane tasks, such as due diligence. Law firms will be cautious about embracing those products, but they are undoubtedly going to affect how lawyers work."*

### **What were the greatest challenges of building HighQ and how did you overcome them?**

The biggest challenge was to win our first major client. The legal industry was not used to hosted solutions at the time. The initial hurdle was to make law firms comfortable with their client data being hosted outside their firewall. Once we had a few well known clients, others could see that the product and hosted service was robust and reliable, and they soon followed.

The next challenge was growing and managing the company, through hiring high-quality staff. Maintaining standards and customer service as you grow is important, and you need your staff to show the same level of passion and commitment that you would. We've

been very lucky with the people we have hired, both in India, where most of our development is done, and here in London. We've looked after them well and they've remained loyal to us.

### **How do you see the changing technology landscape affecting law firms and other professional services organisations?**

Technology is a fast-moving environment, and far more complex than it used to be. This can be daunting for law firms. The development of AI will be interesting, but the most useful products will be those that automate the more document-heavy and mundane tasks, such as due diligence. Law firms will be cautious about embracing those products, but they are undoubtedly going to affect how lawyers work.

### **What has been the greatest innovation you've seen?**

Lawyers, legal secretaries and paralegals have traditionally had to manage huge amounts of paperwork which can be difficult to keep track of, making the job time-consuming and confusing. I can remember falling over piles of paper in my office, twisting my ankle, and spending a few weeks on crutches! Email has made a huge difference to effective and speedy communication, as does having a secure workspace online. This has enabled lawyers to send large files to relevant parties quickly, to give the right access to the right people, keep things secure and work far more efficiently. Time is freed up to work on the important aspects of a deal, rather than on the more paper-heavy administrative work.



**When did you leave HighQ, and why?**

In January 2016, HighQ raised its first-ever investment round of USD50m from Morgan Stanley, Goldman Sachs and One Peak Partners, to help accelerate the company's expansion into the U.S. market. I decided this would be a good time to take a step back and pursue different adventures. I am, however, as confident as always in the products that HighQ brings to market and the management team that runs it. I'm still an investor in the company and plan to remain so for the foreseeable future.

**What is your proudest moment from your time at A&O?**

I joined A&O in the summer, and in the first month I was working on an aircraft finance transaction with Julia Salt. By Christmas that year, I was working long hours, taking trips to Europe and working late nights until the transaction completed. Julia took the time to tell David Morley about my work. Given how new I was, I felt that was a good start. Such positive feedback gave me great confidence.

**What does the future hold for you?**

I'm leaving my options open and just enjoying the time with my children. Starting another business venture is always a possibility. I've made various investments and spent time passing on the benefit of my experience at HighQ to several new business owners.



**Veenay Shah**  
Co-founder of HighQ  
A&O: 1998-2000

**Biography:**

Veenay qualified as a lawyer in 1997 and has an LLB honours from the University of Manchester. He worked as a Banking lawyer at A&O and Denton Wilde Sapte, where he gained extensive experience in legal deal making and transaction execution. Veenay co-founded HighQ in 2001.

**Are you still in touch with people at A&O?**

When I was at HighQ, I went to many meetings across A&O's network of offices, so I felt constantly in touch with my old friends and colleagues, and it was great to have them as clients. Ben Fox joined A&O just after I did. We're good friends and he's now a partner in A&O's Amsterdam office. I'm still good friends with Marc-Henri, who is now CEO of aosphere. I'm also in regular contact with Mark Dibble, who left A&O in July 2017 to join HighQ as Director of Legal Innovation.

Over the years we've recruited several people from law firms, including A&O, to work for us in various roles, including sales and consulting, so it's always good to keep in touch through the Alumni Network. I attend the annual alumni reunions in London and always enjoy reading the Alumni Yearbook to find out what old colleagues have been up to. 📍



Reconnect with Veenay Shah via the Alumni Network at [allenoverly.com/alumni](https://allenoverly.com/alumni)



# ALWAYS AIMING HIGHER

A&O has ambitious plans to consolidate its global Litigation practice as a market leader and generate a quarter of the firm's revenue by 2020. How will these goals be achieved?



THE AIM: LITIGATION PRACTICE TO GENERATE 25% OF THE FIRM'S REVENUE STREAM BY 2020

It has long been the case that business has operated globally, or, at least, across many countries. That trend shows no sign of abating, as U.S., European and Japanese multinationals are joined and challenged by, amongst others, their counterparts in China and India.

At the same time, these multinationals are increasingly subject to global regulation. National regulators are joining forces to ensure consistency and avoidance of regulatory 'arbitrage' (where businesses can choose or move to more loosely regulated jurisdictions). Then there is the extraterritorial reach of antitrust, anti-money laundering, anti-bribery and corruption legislation, particularly the U.S. Foreign Corrupt Practices Act (FCPA), and sanctions which can hit businesses even in jurisdictions in which they do not have operations.

Given that wrongdoing and disputes are inevitable, it follows that investigations, enforcement and controversy are increasingly global in nature. That makes dispute resolution more complex and far-reaching. It is an unwelcome, but necessary legal service – no business likes to have to deal with disputes, or pay lawyers to help resolve them. Disputes are expensive, time-consuming and their outcome is often uncertain – and businesses dislike nothing more than uncertainty.

Throw into the mix the fact that dispute resolution can lead to tricky questions of conflicts – you definitely



BETWEEN 2012 AND 2016,  
REVENUES GENERATED BY LITIGATION  
GREW BY MORE THAN 40%

don't want to be representing the other side against a valued client. You can also see that the major law firms are constantly faced with many complex issues as they seek to develop their litigation capability. Nonetheless in the vast majority of the leading U.S. firms, litigation often represents more than 30% of the business and is extremely profitable.

Tim House, senior partner for the U.S. and global head of Litigation at A&O, prefers to look at this complex set of interrelated factors as an opportunity, rather than a threat. "In such a complex environment, international businesses are looking for a law firm that can deliver global advice under one roof to help them solve their most challenging commercial disputes and regulatory investigations," he says. "That is exactly what we offer, and we have plans in place that will make our offering even more attractive to existing and potential clients."

### Early foundations

Not that A&O is starting a litigation capability from scratch. Indeed, the firm can draw on a long history of dispute resolution. George Allen, one of the firm's founders, was involved in what was probably the ultimate constitutional dispute – whether Edward VIII, King of the United Kingdom, should abdicate in order to marry Wallis Simpson. It was an unprecedented issue that involved referring back for authority to the Magna Carta.

However, the impetus to start a dedicated Litigation practice came from William Martin, who joined the firm as an office boy in August 1930. He went on to qualify as a lawyer, become a partner, head the Litigation department and, in the 1960s, was one of three senior partners. Since then the practice has included some legendary names, among them Sir John Charles, John New and David Mackie, A&O's first QC.

A&O was also forward-thinking in the areas of dispute on which it advised. So, for example, it was one of the first law firms to develop a European practice, and Anthony Paines achieved the distinction of being the first solicitor to appear as an advocate before the European Court of Justice in Luxembourg in 1974.

More recently, the Litigation practice has been growing quickly and very profitably: between 2012 and 2016, revenues generated by Litigation grew by more than 40%. The Lawyer Global Litigation Top 50 notes that in 2016, A&O appointed or hired more litigation partners and lawyers than any other law firm.

In 2017, there were 94 partners who focused on dispute resolution, which includes arbitration, investigations, mediation and other forms of alternative dispute resolution, as well as litigation. Just under a fifth of A&O lawyers work in dispute resolution. It is now a top ranked practice globally.

Expanding the global Litigation practice is therefore well on the way to being achieved, as Tim notes. "When I became head of the Litigation practice in 2008, I thought there was no reason why Litigation could not join Banking, Corporate and Capital Markets as the fourth great pillar of our success. That became my mission.

"Our focus was on the types of work that are quintessentially cross-border and international, such as cross-border regulatory enforcement work, global investigations, and international arbitration. All this had to be done in tandem with having leading domestic litigation capability in the main financial and commercial centres of the world to manage the complex disputes that dog global businesses. We decided early on that a key area was intellectual property (IP). IP is of fundamental importance to companies' businesses, particularly in the tech and life sciences sectors, and protection of it requires an international capability."

As disputes become more international, disparate and complex, so has the emphasis been on integrating our dispute resolution lawyers across the network. Teams are assembled from different offices, as required, on the basis of the nature of the dispute and individual skills and experience. That may include lawyers with qualifications in many different legal systems. Given the power of the U.S. financial institutions, the increasing

growth of U.S. law in international transactions and the extra-territorial ambitions of the U.S. enforcement agencies, there is a particular need for those who are U.S. law-qualified.

Over the past ten or so years, A&O has continued to develop its U.S. capability, both nationally and around the A&O network. With English or New York law being the law of choice in most global transactions, it is deemed essential to have qualified lawyers in each of these legal regimes available, across the major international financial centres.

It is not just lawyers who are brought in on teams: a major case now involves professional project managers, the LSC in Belfast and, quite often, consultants from Peerpoint, A&O's global platform for self-directed consultant lawyers. Resources are allocated where they are needed; in 2017 we had the first instance of a senior project manager, David Armsworth-Maw, relocating – in this case to our Perth office to assist on an arbitration.

"When clients see how we work, with multijurisdictional, multicultural teams of lawyers and other professionals who know, like and respect each other from many previous engagements, they see the difference between what we offer in a single firm and contrast it with the alternative – namely, to assemble an ad hoc team from multiple firms, each with their own ways of working and each with their own interests. It is no comparison. Proper, instinctive collaboration and consistency are essential if a business is threatened by litigation or enforcement action that could cripple the business, particularly if it is under assault in multiple countries by multiple agencies, or has to enforce its rights across a global market," Tim says.

Excellent coordination between the offices and team members has never been more important, notes Brechje Van Der Velden, a Litigation partner as well as senior partner in the firm's Amsterdam office. "We have to be very strategic in working out the best arguments to win a case," she says. "What might play well in the Dutch courts could easily put you at a disadvantage in another jurisdiction, depending on a whole host of factors.

"From time to time, we have quite deliberately held back on potential winning arguments in one jurisdiction so as not to prejudice our overall case. That requires good judgement."

### Challenges ahead

Tim says: "Looking back over the past ten or so years, we rode the wave of globalisation, but we recognise there are challenges ahead that we will need to meet if we are truly to consolidate our position as a market leader in global litigation and emerge pre-eminent."

The first of those challenges is increasing the size and capability of A&O's U.S. dispute resolution practice. →



## LAWYERS IN THE U.S. DISPUTE RESOLUTION PRACTICE

areas of securities litigation, white collar crime and commercial litigation, the practice will be looking to add an IP capability and build a commercial and international arbitration team, with a focus on U.S. and Latin American work.

The competitive advantage of the U.S. practice is its international reach. Jay puts it this way: “We have a two-pronged approach: to build our U.S. practice with domestic clients in mind, and to continue to integrate our U.S. law capability into the global platform. We are confident that there will continue to be a strong need to service clients who are facing cross-border disputes or investigations, and we are ready for them.”

A&O also offers another real advantage in its global Litigation practice, and that is its one-firm culture. As Michael notes: “By offering a firm that can handle all aspects of the litigation, and coordinating local counsel, if necessary, we make the process so much more efficient. This contrasts with the position where clients need to instruct several different law firms on one matter. We know our approach adds real value, especially in complex situations, where we can take the weight off clients’ shoulders.”

John Samaha, who leads the Australian Litigation practice, agrees whole heartedly with that benefit and says: “The A&O culture, which is rooted in collaboration, encourages teamwork. That, in turn, makes the process of allocating resources that much easier. People are willing to be flexible and go where they are needed. Clients tell us regularly they like that approach.”

More widely, the firm is looking to expand its capability in investigations (both civil and criminal), IP and international arbitration, all of which are anticipated to generate more work in the future, as Tim notes: “We expect investigations and enforcement activity centred on antitrust, anti-bribery and corruption and sanctions and anti-money laundering to continue apace.”

Within IP, in the past year new partners have been hired in London, Germany and Asia. With a

series of major lateral hires, A&O now has more than 100 specialist IP lawyers across Europe, Asia Pacific and the U.S. The practice is making rapid progress in establishing A&O as one of the pre-eminent international IP firms.

The LSC in Belfast also plays a crucial role in the IP practice, supporting the scientific research that is always an essential component of IP protection, particularly in patent disputes. The growing importance that businesses attach to cyber security and data protection, in the wake of increased cyber attacks and tighter regulation, respectively, is leading to a significant increase in the number of instructions in these areas of law.

### Investing in litigation support technology

One of the explicit components of the strategy to become a leading global litigation law firm and to increase Litigation’s share of A&O’s overall profits entails the investment in, and development of, technology. Investment in data management will help to generate revenue and profitability, but more importantly, will have a material positive impact both for our clients and the way we work internally. Brechje says: “If we let the technology come to our assistance by relieving us of much of the mechanistic side of litigation, that frees the lawyers up to consider the essential issues. You can do the thinking and let the technology do the work.”

The task is immense. As the volumes of data grow exponentially, it has become ever more important to harness the technology to store, manage and search it. A&O is exploring the most advanced software for use in e-discovery (the electronic assembly of documents and information relevant to a dispute), which includes not just predictive coding and automatic searches but also visual analytics, voice recognition and the use of AI to sort data.

Processing data is one challenge; how that data is then used is of equal importance. There is therefore a strong emphasis on collaboration between lawyers, e-discovery specialists and project management professionals, ensuring an efficient e-disclosure service to clients. More professionals with expertise in e-discovery are being employed, including Scott Robson, who joined the firm in October to replace Vince Neicho, who retired in May.

Not surprisingly, this is a huge and ever-changing task, requiring flexibility to adapt to advances in the technology. Yann Chatreau, who heads IT Risk in APAC and is the global head of IT for Litigation, says that is why A&O has opted for open ‘eco systems’ so they can be adapted and augmented as the software improves.

The LSC is again playing a key role: it uses Collaborate, a web-based platform which enables lawyers to communicate instructions, share documents and guidance across offices, to keep them up to date

## IN 2017, THERE WERE 94 PARTNERS WHO FOCUSED ON DISPUTE RESOLUTION

Founded in 2003 by A&O with Michael Feldberg as its initial head, the U.S practice has established itself well both in the U.S. and throughout the network and now comprises some 45 lawyers. U.S. litigation lawyers in both New York and Washington DC work collectively to solve clients’ complex litigation needs across a variety of disciplines. Those lawyers are passionate – in the courtroom and facing government prosecutors and regulators – about advocating for their clients’ interests.

The recent expansion of the U.S. Litigation practice is all the more impressive given that A&O is constantly competing in a market dominated by large U.S. law firms, with long-established relationships.

The U.S. holds the largest market for litigation (“Litigation is a national sport,” jokes Michael) and will continue to dominate. Jay Pultman, who now heads the firm’s U.S. Litigation practice, notes that this is for two reasons. The first is the more aggressive regulators, with greater propensity to prosecute and enforce; and the second is in civil cases with the preponderance of class actions, punitive damages and jury trials.

There has been significant growth in the number of U.S. lawyers and the practice has taken on a wide range of cases, particularly in financial services regulation and investigations, antitrust and the energy and commodities practice. But, as Michael says, “we can do more”. As well as looking to strengthen all

100+

A&O NOW HAS MORE THAN 100  
SPECIALIST IP LAWYERS ACROSS  
EUROPE, ASIA PACIFIC AND THE U.S.

1/5

JUST UNDER A FIFTH OF A&O  
LAWYERS WORK IN DISPUTE  
RESOLUTION

with developments and ensure efficiency – all part of ensuring that A&O is joined up and coordinated.

Alongside the investment in IT, A&O is stepping up its project management capability. The immediate benefit is a more efficient use of resources, allowing lawyers to focus more on the output of the IT product and improve the service to clients. However, Tim stresses that lawyers cannot detach themselves from the process and that, increasingly, clients expect them to be technologically savvy.

Underpinning everything is the need to establish excellent relationships with clients, who, perhaps more than in any other practice area, depend on their lawyers to offer judgement and guidance in situations where there are no easy answers or solutions. Those relationships have to withstand some severe tests, as Brechje notes: “Quite often, and naturally, there will be differences of opinion. It is very easy to have a fight with a client, just as much as with the other side! But you have to be bold, choose a strategy and defend it. Ultimately, that is why clients choose and respect us.”

Exciting times, then, for the A&O global Litigation practice. Definitely a case of ‘watch this space’. ●



**Michael Feldberg**  
Partner  
A&O: 2003-present



**Tim House**  
Senior Partner, U.S. and  
Global Head of Litigation  
A&O: 1983-present



**Jacob Pultman**  
Partner, Head of U.S. Litigation practice  
A&O: 2003-present



**John Samaha**  
Partner, Head of Australia  
Litigation practice  
A&O: 2011-present



**Brechje Van Der Velden**  
Senior Partner, Netherlands  
A&O: 2000-present

### Litigation around the world

Here are a few cases on which A&O's global litigation lawyers have advised:

- A&O acts for over 30 international investors in ten different claims under the Energy Charter Treaty (ECT) against Spain, regarding investments in the Spanish renewable energy sector. Claims arise out of retrospective changes made by Spain to the sector's regulatory investment framework, which have led to investors making huge losses. In May 2017, our client, Eiser Infrastructure, in one of these cases was awarded compensation of EUR128 million, plus interest, for violations by the Spanish government of the ECT, failing to afford our client's investment fair and equitable treatment. Enforcement proceedings have now begun in New York.

This is Spain's first defeat in ECT claims against it regarding reforms to its renewable energy programme, having previously prevailed in two other claims arising from the same background (A&O did not act on those two cases).

- A&O successfully represented the Dutch bank ING in worldwide litigation arising out of the collapse of the Danish OW Bunker Group, the world's largest supplier of marine fuel prior to its collapse in 2014 and one of the largest maritime bankruptcies in history. The litigation, which culminated in a landmark UK Supreme Court case, was fought in more than 20 jurisdictions including the U.S., the UK, Singapore, Hong Kong, Belgium, the UAE and Canada.

- A&O represents the Bosch companies, the world's largest automotive suppliers, in the multidistrict Automotive Parts Antitrust Litigation, consolidated in the United States District Court for the Eastern District of Michigan. The litigation involves 35 separate auto parts and claims by automobile dealers, end payors and direct and indirect purchasers, who seek billions of dollars of damages for alleged cartel behaviour.

- A&O is fielding a cross-border team from London, New York, Hong Kong and Beijing representing a major international hedge fund in relation to the myriad legal proceedings arising out of the theft of highly valuable confidential information and trading strategies by a former UK employee. The case involves multiple civil and criminal proceedings in several jurisdictions, including England, Hong Kong and the U.S.

- A&O is advising Pfizer in enforcing its second medical use patent for its blockbuster, Lyrica (pregabalin), against Actavis and a large number of generic companies in the UK, France and Germany.

- A&O is advising Samsung Electronics Co. Ltd and its French subsidiary, Samsung Electronics France, which are being sued for patent infringement by Technicolor, worldwide technology leader in the media and entertainment sector, in relation to a range of standard essential patents (“SEPs”) and non-SEPs targeting a wide range of their phones and tablets, as well as a number of other products.



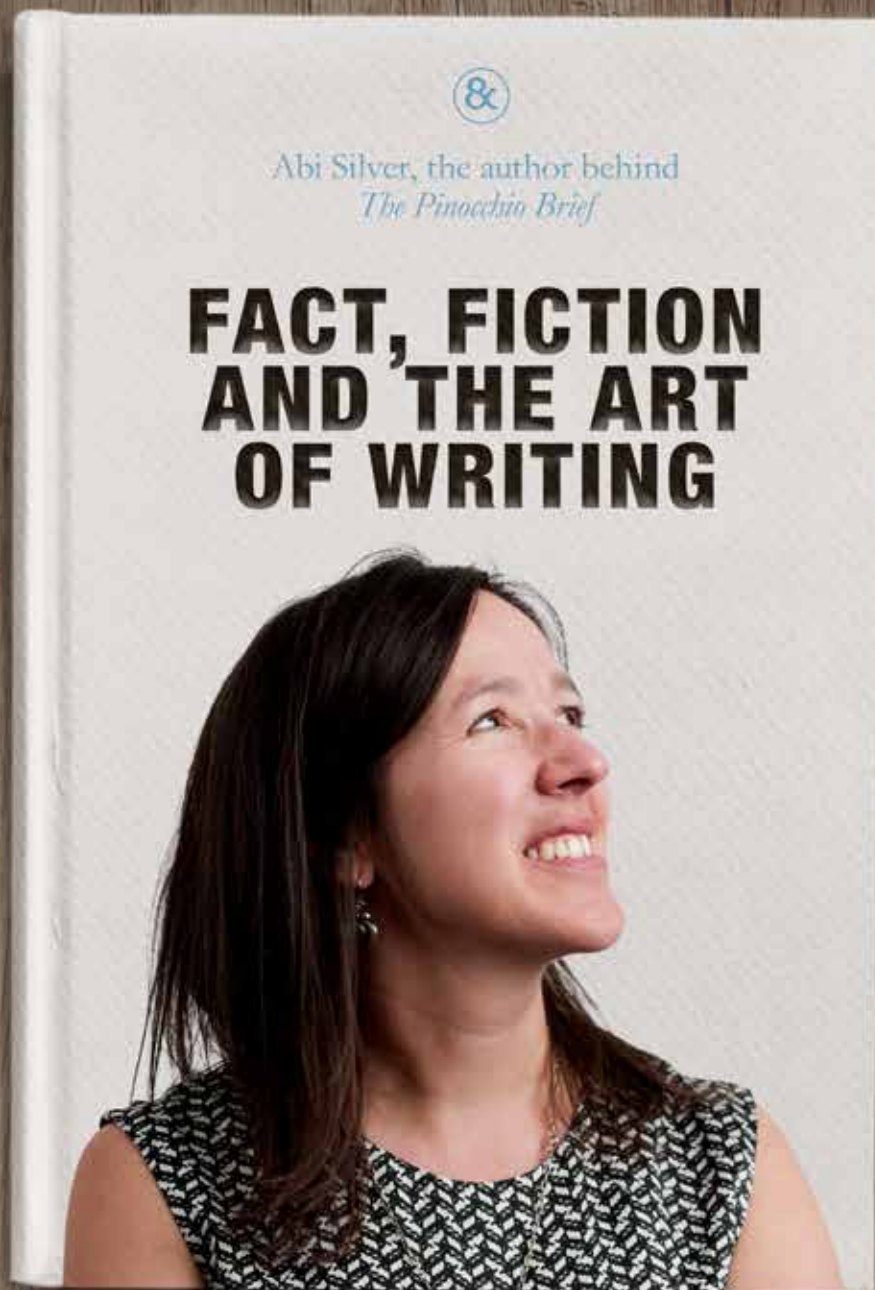
Abi Silver, the author behind  
*The Pinocchio Brief*

# FACT, FICTION AND THE ART OF WRITING

...

Alumnae Abi Silver and Shankari Chandran both published books in 2017 that draw on their experiences in A&O and a personal interest in the future of science and technology.

...







**Abi Silver**  
Peerpoint consultant and author  
A&O: 1991-1997

**Leeds native Abi Silver always wanted to be a lawyer and achieved her ambition when she joined A&O, armed with a law degree from Cambridge. She worked as a litigator in A&O's London office for six years. In her first novel, *The Pinocchio Brief*, she draws on her knowledge of the law to explore the use of cutting-edge technology in the criminal justice system.**

**Tell us about your time as a lawyer**

• • •

I joined A&O in March 1991 and immediately entered the Litigation department, which was much smaller than it is now. I worked with litigation partners including David Mackie, Peter Watson, Joanna Page, Sidney Myers, Kate Buckley, Robert Hunter, Tim House and Judith Gill. I also worked with Peter Totty on several insolvency cases, including the well reported Bell Group litigation, and with David Wootton on corporate matters. After six years, I moved to Reynolds Porter Chamberlain (RPC) to focus on smaller litigation matters.

*“Litigators often work as detectives too, so writing a crime novel was fairly natural in that respect.”*

*I made some close friends and met my husband, Dan.*

**How did you move from lawyer to novelist?**

• • •

Dan, my husband, went to work for an oil and gas company as in-house counsel, and they asked him to open an office in Israel. I'd temporarily stopped working after the birth of our first son, so it was a good time to go overseas. We lived in Israel for four years and had two more boys while we were there.

I considered working in Israel. The six-day week didn't put me off but having young children and no family support nearby would have made it difficult. So instead I learned Hebrew, completed an MBA, took pottery classes and began to write. We were surrounded by artists where we lived in Ra'anana, just outside Tel Aviv. Everyone was supportive and encouraged me to try different things. It was during that time that I started writing my first novel.

I returned to RPC when we moved back to the UK, but the pressures of work and childcare meant that my writing got shelved, which was a shame. When I left RPC, I started looking for ways of combining writing with being a lawyer. That was when I finished the first draft of *The Pinocchio Brief*.

**Tell us about the book**

• • •

I've always been a bit geeky. The idea for the book came from an article in *New Scientist* that described software being developed to monitor faces and assess tiny, almost invisible movements when a person speaks that show whether they are telling the truth.

The book is about a school boy who is accused of murdering his teacher. He won't explain to his lawyers what happened and so they struggle to put together a defence for him with very little information. (→)

*He's gifted, but very closed.*



During his trial it's decided that, due to cuts in the criminal justice budget, the courts will use assistive technology to help decide whether the boy is telling the truth. I based the technology on the product I'd read about and called it Pinocchio. It allowed me to explore the idea of whether humans or computers are better at making judgements about human honesty.

The book was published in July 2017 and has had good reviews from *The Times* and *The Times Crime Club*, *Daily Mail* and *The Literary Review*, which called it "an excellent first novel". I am very excited to see how it will be received by the public.

**What's your personal view on using such technology?**

...

A product like Pinocchio exists; it's called Silent Talker. It's purportedly used for vetting and assessing credibility but not in court proceedings. I'm yet to be convinced that it should have the final say in any big decisions, but I'd love to see it in action.

I'm not against the idea of relying on technology to some extent, especially when you consider the number of miscarriages of justice that occur on the basis that either forensic or witness evidence is wrong, or juries are biased or misled. On the other hand, we do tend to see technological solutions as infallible, so, for example, most people are surprised to hear that traditional lie detectors are only about 60% accurate.

**Did your legal skills help you to be a better writer?**

...

Absolutely. There are some obvious transferable skills, like self-discipline, organisation, writing concisely and structuring your work. Litigators often work as detectives too, so writing a crime novel was natural in that respect.

**What is your writing process?**

...

If I'm not working on a legal assignment, I try to write every day. Even if it ends up being deleted, it's important to just get on with it. I don't plan all the details. I tend to have a few ideas, start to write, and the story will build from there. Working with an editor and publisher helped me with plotting and getting a story to flow, so I might plan more for my next book.

*It's often how I break through to the good ideas.*

**You must have been excited to find a publisher.**

...

I had some early setbacks. I didn't secure an agent or a publisher for a long time, and no-one in my family was terribly interested in the book either! That kept me grounded and as a lawyer I'm naturally cautious. In the end, a publisher I knew through a friend agreed to read the first three chapters, and things developed from there. It was only when I knew he was interested and had accepted the book that I allowed myself to get excited.

**As well as writing, are you still working as a lawyer?**

...

I still enjoy legal work, but it's hard to combine a full-time job with writing. While I was writing *The Pinocchio Brief*, an old A&O friend mentioned Peerpoint to me. I discussed it with Lisa Mulley, whom I knew from my A&O days, and

*Ultimately, I would probably view assistive technology as another useful tool in the lawyer's armoury rather than as final arbiter. That's how I've positioned it in my book but you'll have to read it to find out what happens.*

*The Pinocchio Brief is published by Lightning Books in paperback and digital versions.*





*Catching up with Julia Noble, Emma Campbell, Emma Sharman and Emma Gilkes at Abi's July launch at Waterstones, Leadenhall Market, London.*

*"For the first time [with Peerpoint] I believed it would be possible to pursue both careers."*

could see that contract work through Peerpoint would be the perfect solution: for the first time I believed it would be possible to pursue both careers. It's great to keep those links with A&O and work via an organisation for which I have so much respect. I've loved having the flexibility to write when I want and keep my legal brain active. I'm very lucky to be able to keep my options open.

**You've obviously kept in touch with people at A&O.**

• • •

Well there's Dan, of course, but I also made lasting friendships at A&O. The trainee group was small and we had lots of social activities which brought us together. There was more of a sense of camaraderie than competition among peers, and I'm still good friends with many of them and people I worked with in other teams too. Many of my old A&O colleagues, including Ray Berg, Jane and Toby Gibson, Susan Hazledine, Julia Noble, Emma Campbell, Emma Sharman, Emma Gilkes, Chris Georgiou and Mike Hawthorne, came to my book launch. It was wonderful to have their support and all be together again.

**What's next?**

• • •

I've started to write a sequel. I'm going to keep working as a consultant and will of course have to be careful about who and what I draw on. But I'm confident I can do that in a way that lets me pursue both careers. It's an exciting time. →



Ⓜ Reconnect with Abi Silver via the Alumni Network at [allenoverly.com/alumni](https://www.allenoverly.com/alumni)





Shankari Chandran, the author behind  
*The Barrier*

# THE ART OF THE 'WHAT IF'





**Shankari Chandran**  
Author  
A&O: 1999-2009

**Shankari Chandran joined A&O's London office in 1999 as an associate in the Corporate department. She then moved to pro bono and ran an award-winning social justice programme before returning home to Australia. Her books draw on subjects she worked on as a pro bono lawyer; an interest in science and technology informed her new novel, *The Barrier*.**

**Tell us about your time at A&O.**

• • •

I loved my ten years at A&O. The partners responsible for the Pro Bono department, and particularly David Mackie QC, Guy Beringer QC, Stephen Denyer and David Morley, were committed to the concept of social justice, and it was their drive and leadership that made it possible to have such a high-impact programme. The pro bono team members were immensely capable and dedicated professionals and I miss working with them, even now.

The variety of work was extraordinary. Over those years, our lawyers represented detainees at Guantanamo Bay, they worked on multijurisdictional law reform projects to track down perpetrators of child pornography, and I was lucky enough to be part of a team advising Gordon Brown when he was prime minister. We worked with leading organisations such as Liberty, the International Committee of the Red Cross and Interights, which introduced me to the importance of

*"The partners responsible for the Pro Bono department, and particularly David Mackie QC, Guy Beringer QC, Stephen Denyer and David Morley, were committed to the concept of social justice."*

international humanitarian law and the consequences when these laws are ignored during armed conflict. Watching what an international law firm and determined volunteers can achieve was a real privilege. I still talk to Helen Rogers, Sue Wisbey, Emma Shaw and Terri Wipperman, as well as Colin Pearson, Louise Zekaria, Davina Watson and Michelle Blythe who were in the team but have since left A&O. I loved working with Colin: as well as being a good friend and fellow lover of literature, he helps me understand my publishing contracts!

**What made you decide to leave?**

• • •

I left A&O at the end of 2009 to come back to Australia. I was about to have my fourth child and, as much as I loved my work, it was time to come home. Before I had my baby, I worked briefly for the Attorney General's office developing its international pro bono strategy.

**What prompted you to start writing?**

• • •

I'd loved writing as a child, but was never brave enough to commit to it as a career. When I came back to Australia, I was unsettled by the feeling that it didn't seem like home. At the same time, I discovered the world of blogging: →

*I liked the conversational and fun tone of blogging.*



and I started to write as a way of helping me to find my place. As luck would have it, my blog was picked up by a well-known lifestyle website in Australia. I ended up writing regularly for it on all sorts of subjects, from parenting to multiculturalism. This work gave me the confidence to tackle writing a novel.

### What's the new book about?

• • •

*The Barrier* is set in the aftermath of a global religious war and an Ebola pandemic. The West won the war and peace and a new political order are established. The West then sets about using technology to isolate the East both physically and virtually and to deliver healthcare that will ensure the virus is kept at bay. Against this backdrop, the book's protagonist is sent to the East to investigate a rogue scientist who is jeopardising herd immunity and risking the release of another virus.

### This is your second book – what success have you had so far?

• • •

I've published two books this year and I'm working on a third, which I describe below. They've been reviewed well, with write-ups in *The Economist's 1843* culture magazine and *Sydney Morning Herald's* Pick of the Week as well as numerous profiles in the Australian and Sri Lankan press. My first novel, *The Sun God*, was reviewed well on both sides of the political and ethnic divide in Sri Lanka, where it is set, which is reassuring. My next challenge is to break into the international market.

### Tell us about some of the technology and science you've used in *The Barrier*.

• • •

Although it's not a science fiction novel, the book employs many different technologies to explore moral questions that are pertinent today.

Initially I spent time researching the technology and science of immunology. I was fortunate to be able to discuss my ideas with my sibling, who is an immunologist. The medical technology discussed in the book (technology that diagnoses problems in the brain and blood) was invented with the help of my dad, who is a neurosurgeon.

During the writing, I reached a point where the 'real-life' science wouldn't work for the plot, so I began to add plausible fictional science. For example, I used current science and understanding of the Ebola virus to create a fictitious variant strain of the disease.

### What other themes did you explore?

• • •

I wanted to bring out the idea of political motivations behind public health delivery. It's interesting to examine what disease research we invest in and how those choices reflect our values and priorities. So, for example, the global health burden of diseases such as syphilis, cholera and tuberculosis is significant. However, we invest less (per capita of incidence) in curing those diseases than we do in breast cancer, which is very much a First World disease. The book also describes a cyber barrier that stops the movement of people, knowledge and information between the East and West. Again, I wanted to explore the distinction between protection and using that same technology to make incursions into our private lives that we are undoubtedly not aware of. The book presents a world order that uses (and abuses) technologies to keep us safe, but also to maintain power structures. It asks the reader to consider the morality of those decisions and trade-offs.

*One is how we use science to protect ourselves, yet at the same time use that idea of 'security' to maintain political power at the expense of others.*

*Equally interesting is the study of countries suffering internal ethnically-based conflicts, which then must deal with a natural disaster as well. Public health service delivery, technology and aid are often aimed at areas based on ethnicity. This was certainly the case in, for example, Sri Lanka.*

### Did your legal skills help your writing?

• • •

I think the practice of law is excellent training for being a writer. At A&O, I was surrounded by colleagues who had drive, self-discipline and stamina as well as rigorous intellectual abilities. Growing up professionally in that environment strengthened my eye for detail and consistency, my research skills and focus on a structured narrative arc. It also gave me the stamina for the hundreds of rewrites that are always needed to get a book finished. And after all those years in a darkened data room, I can concentrate and write anywhere, without access to water, fresh air or natural lighting.

### What is your writing process?

• • •

I take the kids to school and then come straight home and bash away at the keyboard. I don't reread my work until months later; I just keep writing, until I have a substantial amount of material. I don't tinker with or judge my work as I go along, I just get it down on the page. I try to get on with the job, as David Mackie QC used to advise me. The editing and rewrites come much later. I'm a great believer in what the writer Jodi Picoult says: "You can always edit a bad page. You can't edit a blank page."

### What's next?

• • •

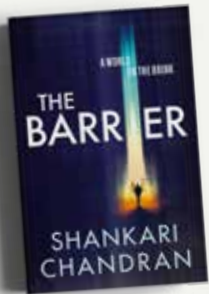
I'm working on my third book. It's a political thriller set in Sri Lanka at the end of the civil war. A high-profile journalist is executed in the streets of Colombo in broad daylight. No-one knows who did it or why. As part of the writing process, I'm researching the Geneva Conventions, land mine treaties and other aspects of international law. When that's done, I'd like to write a gentle novella about my grandmother.

### Have you kept in touch with former A&O colleagues and fellow alumni?

• • •

I still have great friends at A&O, and because of the nature of pro bono and community work, they are in offices all around the world. There's something about people who love this kind of work; a shared set of aspirations, I suppose. I still talk to Bob Nightingale and Julie Bishop, who were clients. Over the years, I made good friends, such as David Campbell, Catherine Husted and Francis Herbert, and love connecting with them from time to time. We all work hard and get so absorbed in our lives, so surprise emails from friends in distant places are a lovely reminder that good things last. My A&O friends are wonderfully resolute, commercially pragmatic and quietly subversive people. They've been excited about my books and can see the A&O years in them. ●

*"My A&O friends are wonderfully resolute, commercially pragmatic and quietly subversive people. They've been excited about my books and can see the A&O years in them."*



*The Barrier is published by Macmillan Australia in paperback and digital versions.*



⊗ Reconnect with Shankari Chandran via the Alumni Network at [allenovery.com/alumni](http://allenovery.com/alumni)

*Big Fish sculpture  
by John Kindness  
at Queen's Quay,  
situated at the foot  
of the A&O office.*

SPOTLIGHT ON

# BELFAST...





## NEW WAYS OF WORKING

Opened in 2011, A&O's Belfast office has made its mark on the firm and how it serves clients.

A&O Belfast gives the firm a unique proposition and, with its blend of technology and law, is forcing lawyers to reconsider how they serve their clients.

It's also becoming "a centre of competence for the firm" in the field of data extraction and contract review using AI tools. That was the view of senior partner Wim Dejonghe after he visited the office, home to our Support Services Centre (SSC) and the LSC, early in 2017.

Belfast has certainly made a success of its first six years. Conceived in the aftermath of the 2008/10 financial crash and opened in 2011 when other law firms were closing offices, it has profoundly changed the way A&O supports its network of offices and clients.

Its work, particularly in advancing the use of technology in the legal sector, has been recognised within the legal industry, the Northern Ireland (NI) business community and the firm. It is regularly cited for best practice in working environment and corporate responsibility.

With more than 500 employees, Belfast is our second-biggest office worldwide, and naturally its people are proud of their achievements.

Andrew Brammer, IT and Shared Services Director, was instrumental in establishing the office and led the SSC for its first three years. Its genesis owes much to the firm's realisation that it had to respond to client demands that their advisors be more efficient and cost-effective.

"The pressure from clients forced us to take a fresh look at how we delivered some of our support services," Andrew says.

The SSC launched in November 2011 to deliver core internal business support processes including IT, HR, finance, business services and library. The LSC followed in early 2012 with its focus on providing clients with the right combination of resourcing and technology.

A year later, the Belfast office expanded with the establishment of business protection and acceptance units (BPU/BAU), adding further lawyers to those already working in the LSC and aosphere. The move, said Andrew, demonstrated the firm's confidence in the quality of legal talent in the local market.

### Different atmosphere

Visitors, including those from other A&O offices, comment that Belfast has a different atmosphere to other offices in the network. The city itself is buzzing, and nowhere more so than the city centre, where A&O is located.

Major new developments and regeneration projects have transformed areas such as the Titanic Quarter, Victoria Square and the Cathedral Quarter. Business and employment opportunities are good and the city continues to attract major foreign direct investment with new operations by the likes of Baker McKenzie, Pearson, Tullett Prebon iCap, Axiom and iManage. →



**Andrew Brammer**  
IT and Shared Services  
Director  
A&O: 2002-present

500+

ALLEN & OVERY'S  
SECOND LARGEST OFFICE  
BY HEADCOUNT

100+

THE IT DEPARTMENT  
ALONE BOASTS MORE  
THAN 100 PEOPLE

Staff also enjoy their modern open plan office in a “lively little corner” of the city. In front of the office is Belfast’s ‘Salmon of Knowledge’ sculpture, the equivalent of Copenhagen’s famous mermaid. Nearby is the historic Customs House and Titanic museum. It’s an area popular with both locals and tourists, especially the cruise ship trade.

A&O was one of the first international law firms to establish its services centre in Belfast. The move was also “a coup” for Invest NI with its vision of a legal services cluster in Belfast to complement its financial and fintech centre.

Andrew recalls being made to feel “incredibly welcome” by the NI business community. Six years on, A&O is among Northern Ireland’s top 150 employers and part of the fabric of the city and local community.

### Ascending the value chain

Patricia Rogers, who succeeded Andrew as SSC head, said the SSC was primarily set up to do low-end transactional work. “Over time, we’ve moved up the value chain.” She cites the IT department as an example – today, global IT service management is operated solely from the Belfast office, as are all IT infrastructure projects.

“Every support function is represented in Belfast,” Patricia says. The SSC carries out “a significant amount of the transactional activity for the firm in terms of support functions”, mainly for the UK, western European and U.S. practices.

The IT department in Belfast is A&O’s largest, with more than 100 people. That puts the office in an ideal position to trial innovative technology.

One area of interest is robotic process automation (RPA) in support services. This technology, widely deployed in our client operation centres, uses technology to automate swathes of repetitive process work. Though in its infancy, RPA is something the board is “keen for us to investigate further,” Patricia says. “That will be an opportunity not just for SSC but for support functions throughout the firm.”

### In the forefront of development

Technology is also changing the landscape in legal services, and here the LSC is in the forefront of development. An integral part of our Advanced Delivery suite, the LSC has helped give us, in essence, a new way of working with clients.

LSC head Jane Townsend says an increasing number of lawyers are embracing technology. “Using a machine to help read documents for you, for example, is becoming a lot more mainstream in the industry,” she said. “We have that technology in this office.”

For many young lawyers, the LSC is a “door-opener”; an opportunity to increase their awareness of IT and the importance of adding those skills and knowledge to their toolkit.

The LSC works on client matters with most of the firm. Around 300 partners have instructed the LSC; more than 150 regularly use its services. It typically handles document-intensive projects, work that other offices don’t have the permanent manpower to handle. Increasingly it also works on smaller and more specialised drafting, analysis and negotiation exercises.

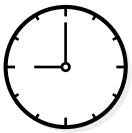
Often it is external client-facing work, sometimes involving LSC secondees. At any time, 10-15 LSC lawyers will be on secondment



**Patricia Rogers**  
Support Services  
Centre Head  
A&O: 2013-present



**Jane Townsend**  
Partner, Head of  
Legal Services Centre  
A&O: 1995-present



### BELFAST

#### Time zone ping-pong

Multinational organisations are fond of the concept of handing off jobs between offices in different parts of the world, especially if the work is urgent.

Belfast allows the A&O network to play the same game on occasion although, as Jane stresses, they obviously prefer advance notice.

On one occasion, the LSC was able to help after A&O’s Sydney office received “some quite tricky documents” about 7pm their time and a 24-hour deadline for dealing with them.

“They rang us for help about 9am our time,” said Jane. “We managed to get a team of about eight people, with experience, to drop what they were doing to help our people in Sydney.

“Because we have quite a big team here, we do our best to shuffle work around to enable us to help our colleagues when this sort of thing happens.”



### SYDNEY

within the A&O network or at client sites, giving Belfast a physical interaction with other offices and their clients.

The LSC is also well placed to help identify opportunities for technology-based improvements. “We have the luxury of a bit more time to explore better ways of doing things,” Jane says. “Demand on us is a little less than on a traditional A&O office, so it’s easier to say to one or two people, ‘Go away for a month and develop a solution’ to a specific challenge.

“Because we are a general pool of resource, our lawyers work across different practices. That enables us to lead change by suggesting improvements we see in one area of the practice that can be usefully deployed from other areas.”

One LSC team member developed an innovative process for recording trademark transfers and applied it to 20,000 such transfers in 185 jurisdictions around the world, in support of a joint venture in the healthcare sector.

“The LSC is a microcosm of the firm,” Jane says. “When you work closely with IT, as we do, technology ceases to be a ‘minority sport’. We can all benefit from it.”

### Scientists on staff

The LSC also has eight PhD-qualified scientists on staff, a reflection of the breadth of client issues and a differentiator for A&O in the market. Their knowledge of physics, chemistry and molecular biology is invaluable in IP litigation, particularly in the life sciences and technology sectors. “Some claims revolve around disputes in relation to the science,” Jane says. “To understand documents and fight these claims, you need people who can follow the literature.”

This knowledge and skill is also useful in writing descriptions of science or technology-heavy businesses, for a prospectus for example, and in helping corporate clients manage product liability risk in areas relating to new scientific developments.

The LSC is steadily expanding the number of practices it works with beyond English law jurisdictions. One result of more work in the U.S. may be to encourage some of its lawyers to add U.S. law qualification to their CVs.

As the LSC matures, it is adding an increasing amount of in-house and client-facing work to its portfolio. Its lawyers also now find themselves working for specific clients, negotiating and drafting complicated documents and instruments. “We’re moving from being just a ‘big projects offering’ with other A&O offices to handling many more strands of smaller work, often direct with clients,” Jane says.

### Energised workforce

The impact of Belfast’s dynamic and energised workforce is perhaps best seen in the way the office engages with its local community. It has a vibrant and active corporate social responsibility →

### Legal Innovation Centre

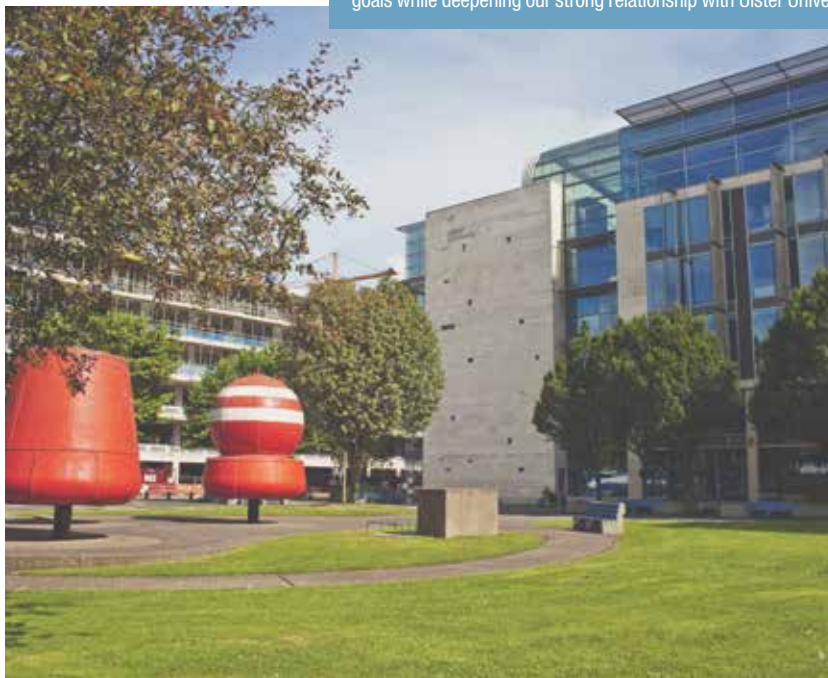
A&O is one of the sponsors of the Legal Innovation Centre at Ulster University, which was launched in February 2017. Andrew describes the initiative – the first of its kind in the UK as “post-graduate education where law and technology intersect”.

“As a firm, we recognise the huge opportunities, and disruption, that technology will bring to our clients and our industry,” he says. “With the LSC, we are starting to bring together some of that law and technology to look at its influence on how we design and shape solutions in future.

“One of the benefits of being in NI is access to a highly educated and technology-literate workforce.”

Jane worked closely with the university on setting up the centre. She says the inaugural course was well received and the centre’s partners are looking at ways of expanding its relevance, including the introduction of a recognised legal technologist qualification.

“Legal service is a knowledge-led business and technology is pivotal to everything we do,” she says. “Across our firm, we seek to continually improve and enhance our systems and the way we do things. This collaboration gives us the opportunity to work towards these and other goals while deepening our strong relationship with Ulster University.”



*Above: Ulster University is home to the UK’s Legal Innovation Centre.*



*Top: Titanic museum is one of the best-known tourist attractions in Belfast.*

*Bottom: Illuminated Belfast City Hall.*

(CSR) agenda, driven by the staff. “Our people are very interested in the contribution that we as an office can make,” Patricia says.

The team revels in its multicultural mix, a reflection partly of its work supporting offices across the globe, partly the happy outcome of increased mobility in the labour force – part of the NI peace dividend. At last count, 13 languages are spoken in the office.

Some 70% of the staff are millennials; considerations such as flexible working patterns are important. Nine-to-five doesn’t suit everyone, which helps when it comes to staffing SSC shifts in IT support, creative services, finance and document services, which need to cover office hours in other time zones.

Diversity and inclusivity are major themes for the office. It invests in a structured programme of initiatives across numerous interests, including gender, health and well-being, LGBT and families and carers.

“Diversity is key for us,” Patricia says, “and we lead the way in the local market.” If proof were needed, she could point to A&O’s founding membership in both NI’s Rainbow Project in support of the LGBT community and the Equality Commission’s health charter. The Belfast office has CORE accreditation – one of very few firms in Northern Ireland to have it – and is featured in a broadcast by the Equality Commission about best practice in mental health. Business in the Community awarded it ‘highly commended’ for diversity and inclusion.

Belfast staff donate their time to mentoring school children in skills such as reading, computer literacy and coding through programmes with local junior and senior



**Kevin Oliver**  
Head of Advanced  
Delivery (Technology)  
A&O: 2011-present

### IT's year of disruption

After years of hearing how technology was going to disrupt the way we deliver legal services to clients, Kevin Oliver believes 2017 was the year it “came to fruition”.

He's in a good position to know: as London-based head of the Advanced Delivery technology department, it's his job to make it happen in A&O.

Kevin is responsible for technology that impacts how lawyers work day to day; for exploring ways to help lawyers transact more efficiently and profitably. “Essentially we're trying to build a legal technology toolkit for the various practices.”

He moved to his current role in May 2017 after six years in Belfast where he led the IT team setting up the service management function there.

The legal sector, he says, is five years behind retail, pharma and other industries in its use of technology. But software suppliers are getting better at understanding the challenges lawyers face in areas such as document review and discovery, and developing appropriate technology.

He says much changed in 2016/17 to give legal services “an extended period of technology-assisted lawyering”; meanwhile, his team constantly scans the technology horizon to stay abreast of developments.

“My role is trying to understand what's really important from A&O's perspective,” he says. “We're trying to focus on where the firm's resources and capital can be invested wisely.”

Kevin rejects as “unlikely” the suggestion that technology will put lawyers out of a job. What will change, he says, is the way they work with automated systems. New roles will enter the market. “Lawyers will be able to become more focused in certain areas,” he says.

“We're trying to raise awareness of the role of technology beyond practice management, looking more along the lines of how technology can help us work better, smarter and more proficiently. Law firms will increasingly re-invent themselves to rely on data to make decisions from the ground up.”

In Belfast, members of our technology team sit within the LSC, increasing their day-to-day contact with lawyers and legal work. Kevin says: “We're trying to get the two disparate groups more closely aligned, talking each other's language going forward.”

*“What A&O has achieved in Belfast has been largely down to its ‘one firm’ culture. Our success here wouldn't have been possible without the drive, determination and skills of all the people involved – not just the team here, but the many people we work with across the firm every day.”*

schools in disadvantaged areas. They also take part in a Dragons' Den-style activity, in partnership with PwC.

The office's CSR committees are “very self-motivated,” says Patricia. “They get things done – and that's great. I'm very proud of our people. They're committed to making a difference.”

### Culture of innovation

The Belfast set-up gives people time and space to innovate. “The firm gains additional value from our culture of thinking about continuous service improvement,” Patricia says.

When Belfast's marketing team realised the headache that completing A&O's submissions for the annual legal directories caused, they took on the task of streamlining the process. Ultimately they plan to automate it. Patricia says the firm can expect more of the same.

The firm's success in NI and its reputation for good training makes A&O people attractive to other professional services companies. But they come back too – sometimes quickly, as was the case of an IT specialist who returned after only a few months with an insurance company. Another ‘boomerang’ rejoined the Belfast office after two years in Dubai; others have moved to the London office, some to join the trainee scheme, and “hopefully will come back to us in the years ahead”.

“What A&O has achieved in Belfast has been largely down to its ‘one firm’ culture,” Patricia says. “Our success here wouldn't have been possible without the drive, determination and skills of all the people involved – not just the team here, but the many people we work with across the firm every day.”

“Belfast is a key part of the firm and we're here to benefit the firm as a whole.”

# 13

LANGUAGES SPOKEN IN  
THE BELFAST OFFICE

# 10-15

LSC LAWYERS ON SECONDMENT  
AT ANY ONE TIME WITHIN THE  
A&O NETWORK AT CLIENT SITES

# 8

PHD-QUALIFIED SCIENTISTS  
ON THE LSC STAFF

**CHILDREN**

**TRAPPED**

**BY**





**Andrew Ballheimer**  
Global Managing Partner  
A&O: 1987-present



**Louise Young**  
Associate, Madrid  
A&O: 2015-present

In March 2017, A&O Managing Partner Andrew Ballheimer travelled to Jordan to visit the Emirati Refugee Camp, home to around 8,000 Syrian refugees. Emirati Camp is one of the newer and therefore smaller refugee camps in Jordan – only about a tenth of the size of nearby Za’atari Camp. It was set up by the Emirati Red Crescent who now run the camp alongside the Jordanian police.

“The camp is literally in the middle of nowhere, in the centre of the Jordanian desert,” Andrew explains. “There’s nothing to see for miles around. The camp feels very controlled, almost prison-like. It is home mainly to women and families who come here for the medical services available, as well as the opportunity for adults to access vocational courses.

“What’s clear, though, is that there’s nothing for young children to do. Communal kitchens and bathrooms

serve blocks of caravans so, as one mother told us, they have to bring their children with them to cook, which makes accidents common. The alternative is to let the children play outside in the dirt, increasing the risk of infection.”

**A safe space for child refugees**

Andrew’s visit was organised by War Child, an international charity that provides education and protection services to children affected by conflict. In November 2016, A&O launched a two-year partnership with War Child to support its Rescue Childhood programme and fund a child-friendly space in Emirati Camp, providing psychosocial support and education to Syrian refugee children.

Helen Barley, War Child’s country director in Jordan, says the facility in Emirati Camp will offer a safe space for 2,160 children to play and learn over the

course of the partnership. It will also provide support to nearly 200 parents and carers to help their children.

“The children who come into our centres often exhibit behavioural traits that indicate psychosocial distress from fleeing Syria,” says Helen. “They’ve seen so much conflict that they’re mentally removed from human interaction. So you might have children who are very aggressive, or withdrawn and isolated. We work with the children to manage their emotions in the most healthy way.”

**Incredible global response**

A&O staff chose War Child in a worldwide vote and the response to the partnership from the outset has been, in Andrew’s words, “incredible”. Through a global fundraising campaign in which people across 41 offices donated the first hour or first day of their pay

in January 2017, A&O raised a record GBP467,000 – exceeding the previous record by nearly GBP100,000.

“Within just six months of the partnership launching, we reached our target of raising GBP500,000 to fully fund the facility in Emirati Camp,” Andrew says, “allowing plans to move forward quickly and construction to get under way. The contribution from right across A&O has been far greater than we expected.”

As well as donating through the ‘First Hour, First Day’ campaign, A&O offices around the world have been raising funds to support War Child.

One of the year’s fundraising highlights was a performance by A&O staff and alumni of the Cole Porter musical ‘Anything Goes’ at London’s famous Hackney Empire theatre. ➔



A&O’s two-year partnership with charity War Child is working to improve the life chances of Syrian refugee children trapped by the civil war in their homeland.

**GBP467,000**

‘FIRST HOUR, FIRST DAY’ CAMPAIGN ACROSS 41 OFFICES, RAISED A RECORD AMOUNT IN JANUARY 2017

**65.6 MILLION**

THE TOTAL NUMBER OF DISPLACED PEOPLE IN THE WORLD – ITS HIGHEST LEVEL EVER

**4,000**

HOURS OF PRO BONO WORK OVER THE PAST YEAR TO SUPPORT DISPLACED PEOPLE

On stage, more than 80 A&O and alumni performers, joined by local primary school children and singers and dancers from War Child and client organisations, entertained a packed Saturday night crowd. Together with the orchestra and backstage crew of set builders, costume makers, choreographers, stage managers and directors – in total 140 people – they raised GBP26,700 for War Child.

The production received rave reviews and was, as former A&O Senior Partner Guy Beringer put it, “an absolute triumph from beginning to end. I loved it”.



Right: The A&O Trek Jordan team.

*“Within just five months of the partnership launching, we reached our target of raising GBP500,000 to fully fund the facility in Emirati Camp.”*

### Inventive fundraising

Elsewhere across the international network, A&O’s Amsterdam office raised more than EUR13,000 by hosting an international five-a-side football tournament with 20 teams from across Europe competing.

In Hong Kong, people bid in a silent auction to see A&O partners running a tea trolley service in fancy dress, and staffing the reception desk. More than 70 people from A&O and client organisations also paired up with the Crossroads Foundation to organise a Refugee Run – a simulation designed to put participants in the shoes of a

refugee. In total the events raised HKD163,500.

In the U.S., our New York and Washington offices hosted a ‘Week of War Child’, raising nearly USD20,000 through cake sales, an office yard sale and silent auctions at office summer parties.

Our Sydney office also sent eight of its keenest swimmers to take part in the Sydney Harbour Splash, a 1km open-water swim in Sydney Harbour. The team braved cold water, marine life and a strong current to complete the race, raising more than AUD2,000. Trainee Phoebe Miley-Dyer stormed home to take second place, with Banking lawyer Isabelle Whitehead finishing third in the female division.

### Hiking in the heat

Perhaps the most ambitious fundraiser saw an international team of 20 people from A&O complete a 70km, four-day trek across Jordan in nearly 40°C heat. The team crossed the four biosphere climates of Jordan’s largest nature reserve and finished in the UNESCO World Heritage Site of Petra, taking in some of the region’s most spectacular scenery along the way.

Madrid associate Louise Young went on the trek. “Like all of us, I had heard so much about the issue of displaced people and wanted to do something to raise money and awareness,” she says. “There were incredible moments throughout the trek. The scenery was beautiful and, camping in the desert, I saw so many more stars than you ever see in the city.

“The A&O and War Child team were a truly great group and very diverse – different nationalities, jobs, ages. They made the experience unfailingly upbeat and the differences are pretty irrelevant when faced with a literal mountain to climb!”

In total, the trek raised more than GBP75,000, both from the fundraising efforts of participants and a matched donation of GBP20,000 from the Allen

& Overy Foundation. The team also met War Child’s representatives in Jordan who, as Louise says, spoke emotionally and openly about their work.

“The refugee camps are far from the cities where they live, so each day they make a four-hour round trip to get to work. The stifling heat makes living and working in the camps difficult, and internet access is restricted to prevent extremism,” Louise explains.

“Refugees cannot legally work in Jordan so once children turn 18, there’s little for them to do. I asked if the refugees had any hopes of ever going home. ‘That is their dream,’ I was told.”

“I can’t say I found the walking easy,” Louise reflects, “but it certainly makes you think about the kids that War Child works with, who would all have travelled considerably further without the blister plasters and walking boots we were lucky to have. They don’t do this out of choice, but out of necessity to escape a war zone.”

### Crisis of a generation

“There really has been an unprecedented response to the War Child partnership from our people,” says Andrew Ballheimer, “and with good reason. The issue of displaced people is one of the



Above: Children at Za’atari Refugee Camp in Jordan.





worst humanitarian crises our generation has faced.”

In 2016 alone, more than 10 million people – nearly half of them under 18 – were forcibly displaced from their homes through persecution and conflict. The UN’s Refugee Agency – UNHCR – puts the total number of displaced people in the world at 65.6 million – its highest level ever. Of the total, Syrians account for 11 million, half of them displaced inside their own country and half – some

5.5 million people – escaping to neighbouring countries.

“The majority of Syria’s displaced people are in Jordan, Lebanon and Turkey,” explains Gonzalo Vargas Llosa, the UNHCR’s Representative to the UK. “But these countries do not have the infrastructure or resources to cope with such huge numbers of people. And with no end in sight to the conflict in Syria – which has now lasted longer than the Second World War – there is very little

hope for people in refugee camps to build a future for themselves and their children. So desperate people look north to Europe and put their lives in the hands of people smugglers and traffickers, with devastating consequences.

“There are virtually no safe and legal routes for refugees to cross the Mediterranean, which is why we end up with 2,000 people missing or dead trying to make the crossing to Europe in 2017 alone,” Gonzalo says. “The answer is to increase the amount of aid and support we provide to hosting countries that are struggling to cope with the volumes of refugees flooding in. We also need to do far more to provide displaced people with legal and safe avenues to resettle in other countries.”

**One year to go**

Andrew agrees. “In addition to our efforts with War Child, we’ve provided around 4,000 hours of pro bono support over the past year to displaced people: preparing

asylum applications, protecting human rights for migrant and trafficked people, and providing employability workshops and access to education,” he says.

“Given the strength of people’s response to our War Child partnership, we have extended our fundraising target to GBP1m. With one year to go, we’re already at GBP715,000, so I’m confident we’ll reach our new target and be able to provide even more support to War Child’s work with children affected by these terrible conflicts.

“I was humbled by what I saw in Jordan, but also inspired. The positivity and the spirit of the refugees we met was remarkable.

“War Child is doing an excellent job – their skill, professionalism and deep knowledge of the issues at play are impressive. Our support is very much needed and appreciated, and we hope it will have a lasting impact on the futures of the children and families at Emirati Camp.”



*“In addition to our efforts with War Child, we’ve provided around 4,000 hours of pro bono support over the past year to displaced people.”*

*Top left: War Child country director Helen Barley with a facilitator at Za’atari Camp.*

*Left: A child at a Jordanian refugee camp.*

*All photos (apart from page 44): War Child and James Marcus Haney.*



# TECHNOLOGY

Using technology to provide access to legal aid for victims of trafficking and labour exploitation.



**Catherine Husted**  
Consultant, Head of  
Pro Bono and Community  
Investment in Hong Kong  
A&O: 1990-2012

Globalisation has created opportunities for people to live and work almost anywhere in the world. With this comes access to cheap migration routes for low-skilled workers to the labour markets of richer countries.

In Asia alone, millions of people move to and from new countries every year, pursuing “better work for a better life”, as Douglas MacLean, Founder and Executive Director of the charity Justice Without Borders (JWB), puts it.

“It’s amazing how quickly and efficiently people can be hired and placed practically anywhere – national borders seem almost an afterthought now,” Douglas says.

But while labour migration brings benefits to both home and host countries, low-skilled migrant workers are vulnerable to labour exploitation such as underpayment, dangerous working conditions, confinement, forced labour and assault – as well as human trafficking.

“When things go wrong,” Douglas says, “national boundaries suddenly become very hard. Despite the growth in labour migration, the legal support needed

by victims of exploitation rarely covers the routes they travel. When they go home, access to compensation is a world away.”

### Support from technology

Douglas set up JWB in 2014 to address this issue. The charity helps victims of human trafficking and labour exploitation to seek compensation against their abusers.

In August 2016, the Allen & Overy Foundation Global Grants Programme awarded JWB a GBP75,000 grant over three years to support its work, in particular to build access to legal aid along the migration routes from the Philippines and Indonesia to Hong Kong and Singapore. Soon after, A&O’s Hong Kong, Singapore and Jakarta offices began providing pro bono support to JWB as well.

Catherine Husted, former A&O partner and now Head of Pro Bono and Community Investment in Hong Kong, explains: “We offer all A&O’s global grants recipients pro bono support alongside our financial contribution. One of the areas we’re focusing on with



JWB is how video technology can provide access to courts in Singapore and Hong Kong for workers who are pursuing claims once they've returned home."

Michelle Yu, a JWB board member and Morgan Stanley's Anti-Corruption Counsel for Asia, continues: "Both Hong Kong and Singapore courts allow the use of video evidence and have even introduced dedicated Technology Courts equipped with video conferencing facilities that enable a person to speak remotely. In magistrates' and district courts, the lawyer still appears in front of the court while the client gives testimony via the video link.

"But most migrant domestic workers' claims are heard in lower courts. The Labour Tribunal and Small Claims Tribunal also have the legal authority to hear video evidence, but neither does. This is in stark contrast to commercial cases, where the courts regularly use video links.

"The time and cost of travel make attending court very difficult – but staying in Hong Kong can be incredibly hard too. Migrant workers need employment to maintain residency or else must obtain a special pass while

awaiting trial, which means they're forbidden to work. It's an impossible situation that prevents many from even attempting to seek legal aid."

### Changing the justice landscape

JWB has been researching these issues in Hong Kong and, in 2017, started a landmark action – the first request for a Technology Court at the Labour Tribunal – for a client who was forced suddenly to return to the Philippines without any way to continue her claim in person.

A&O is now researching the same issues in Singapore. "A number of challenges exist," says Catherine, "not least that the Technology Court costs SGD1,300 per day. The courts can also demand a specific type of video conferencing venue on the client's side (eg an arbitration centre), which adds extra expense. Foreign workers in Singapore are not guaranteed legal aid, so we're investigating whether there could be a public interest fee waiver or other way to get around the prohibitive costs."

Michelle believes the impact of this technology will fundamentally change the landscape of transnational

justice and could spell "the difference between access to justice or ending up empty-handed for thousands of workers".

Technology is supporting the outcome of compensation claims in other ways, too. An important message JWB promotes is the need to retain documentation. "Very often, workers sign contracts and never see them again," Michelle says. "So we encourage everyone to obtain a second smartphone with roaming data (to guard against employer theft), and to send photos of documents, via WhatsApp, to family members back home."

JWB's work is expanding in Asia, building capacity to address potentially thousands more cases, as well as training partners on how their clients can access the Technology Courts. As Douglas says: "If exploitation is global, than justice must be too. The culture of impunity has been built over time, but bringing it down can happen faster." ●

# TAKES LEGAL AID GLOBAL



Far left: Indonesian community leaders in Hong Kong learn how to identify potential civil claims for workers – and what to do when those workers return home.

Left: JWB Hong Kong staff help a client prepare for testimony in a successful claim against an employment agency that overcharged for many months of salary.

*Justice Without Borders (JWB) is a registered US non-profit corporation, with a registered charitable affiliate in Hong Kong. JWB coordinates legal and paralegal aid that is provided by properly qualified local service providers in targeted home and host countries. JWB is not a law firm and thus does not provide any legal advice.*

# ALUMNI

# NETWORK



## Alumni offices

Alumni offices are available in Antwerp, Brussels, Hong Kong and London for members who need temporary office space. The library in London is also open to alumni.



## Job referrals

The A&O employee referral and Peerpoint legal consultant referral schemes are extended to our alumni. You could receive a financial reward for referring successful candidates for career opportunities across our global network.



## Job vacancies

Reaching more than 10,000 members globally, our Careers Centre is a great way to promote your marketplace job vacancies or volunteering opportunities. A&O vacancies are also advertised online.



## Mentoring

The A&O Mentoring Programme is open to all alumni and current A&O partners and staff. You can join as a mentor, mentee or both. The programme has more than 60 mentors globally across legal and professional support functions.



## Newsletters

Registered members receive a monthly newsletter containing the latest A&O and alumni news.



## Profile opportunities

We are looking for volunteers to be featured in the Alumni Yearbook and on the Alumni Network website throughout 2018. If you would like to share your story, or nominate a former colleague for a profile opportunity, please get in touch.

# BENEFITS

A&O's Alumni Network members have access to a wide range of benefits, services and discounts.

Full details can be found on the Alumni Network website at [allenoverly.com/alumni](http://allenoverly.com/alumni). Here's a snapshot of what's available:



## Events

We host a variety of global networking events each year.



## Find friends

Search the online Member Directory for former colleagues. Find out where they are now and send a message via the site to reconnect. Set up your own online community within the Alumni Network website, making it even easier to keep in touch with your circle of friends.



## Discounts

Sign up to Xexec online discounts and lifestyle management services and take advantage of a wide range of offers from retailers and providers, both online and in-store. Visit [www.allenoverlyalumni.xexec.com](http://www.allenoverlyalumni.xexec.com) or download the 'Xexec Benefit' app.

Check out a range of discounts and services offered by alumni advertising their own businesses, or advertise your own business via the Alumni Network website.

Get exclusive discounts on a selection of books published by A&O authors.



## Performing arts

We have many talented people amongst us, from musicians and singers to actors and dancers. Alumni are invited to participate in each A&O musical production.



## Sports

Just because you've left A&O doesn't mean you need to leave your A&O sports team. Alumni are still welcome to take part in local activities.

# IN MEMORIAM



**Allayne Roper**  
A&O: 1998-2011

Former Litigation PA Allayne Roper (née Griffiths) died in November 2016 after a long struggle with cancer.

Allayne joined A&O's London office in 1998 and worked for a number of partners and associates in our Litigation practice over the years, most recently for Arbitration partner Mark Levy.

She was unable to return to work after her diagnosis in 2011, but remained in regular contact with her colleagues.

The courage with which she faced her illness drew widespread admiration. She created a website to tell her story and to help others going through their own journey with cancer – and to share her adventures living on a boat with her husband, Paul.

Mark said: "Allayne was a wonderful PA to me, and numerous others in the department, for many years. Nothing was too much trouble for her and I feel blessed to have known and worked with such a loving and caring person. I am sure that her strength and determination will have been an inspiration to many."



**Rosella Antonucci**  
A&O: 2004-2009

Rosella Antonucci, a former Banking senior associate in A&O's Rome office, died in November 2016.

Rosella spent almost five years with the firm, leaving to join Legance – Avvocati Associati as a partner in 2009.

Former colleagues paid tribute to Rosella. Cristiano Tommasi said: "Rosella was a great lady and colleague. She had a sense of humour and style which made time shared with her in the office a pleasure. It was always nice to meet her open, beautiful smile at the coffee machine and take a break from working. We ended our conversations laughing. She will be greatly missed."

Michele Milanese added: "Rosella was a talented lawyer and a brilliant person who was respected by colleagues and peers and loved by her team. She will be greatly missed by us all."



**Claire Diss**  
A&O: 2006-2017

Claire Diss, a PA in the London Corporate department, died in February.

Claire had been a member of A&O for more than ten years, joining as a BD assistant in 2006, before transitioning to a PA role in the Corporate BD team five years later.

Corporate Group manager Debby Lancefield said: "Claire was a very popular member of the Corporate department – and with good reason. She faced her battle with great dignity and determination, remaining hopeful throughout her treatment for a positive outcome. She will be greatly missed by all her colleagues and we shall remember her with great fondness."



Ⓜ Read the personal tributes at [allenoverly.com/alumni](http://allenoverly.com/alumni)



**Peter Ellis**  
A&O: 1971-2013

Peter Ellis, a former conflicts database supervisor in the Business Acceptance Unit, died in August. He was 63.

Peter worked at A&O for more than 40 years – a “truly remarkable achievement”, in the words of a colleague.

Just 17 when he joined A&O’s London office in 1971, Peter worked in the Finance department as a database supervisor. He transferred to the Business Acceptance Unit to work as a conflicts database supervisor when the department was set up in June 2003. He retired in 2013.



**Brian Wall**  
A&O: 1989-2008

Brian Wall, an A&O employee for nearly 20 years, died in August at the age of 71.

He worked as a mail and logistics operator in the London office, and is remembered by former colleagues as a genuinely nice and talented guy. Wendy Ibbetson added: “Brian was a wonderful man and a true gent. He was a cheeky chap, always smiling, a great storyteller, comedian and a real-life ‘sat nav’! He often talked about his family and his wife, Sue. He was very proud of them.”



**Theo Savvides**  
A&O: 1992-2002

Theo Savvides, a former associate in the London Litigation department, died in July following a cycling accident in France.

Theo joined A&O as a trainee in 1992 and qualified in the Litigation department, working in the Intellectual Property (IP) practice.

He joined Bristows in 2013 from Osborne Clarke and was made joint managing partner in 2016.

Colleagues from Theo’s A&O days recall that they could never speak to ‘The O’ (as he was known to some) without there being a great deal of good humour and laughter in the conversation, no matter how difficult the legal problem at hand. One colleague said: “It is hard to think of him without recalling his smile and infectious laugh; he was such a kind man.”



**Rainer Evers**  
A&O: 1999-2017

Rainer Evers, a member of A&O’s Litigation team in London, died in September.

Rainer joined the firm as a trainee in 1999 and was an associate in the Litigation department in London for many years. He recently transitioned to be a Peerpoint consultant and had begun to combine his work at A&O with teaching law students at Pearson College, London.

Rainer was a huge character in the Litigation team and will be deeply missed by all who worked with him or had the good fortune to know him.

Colleagues paid tribute to Rainer for his legendary brain power, independent spirit, huge kindness and the amazing patience which he showed to the many lawyers, of all seniorities, who would drop by his office to benefit from his erudition. He must carry the trophy for the trainer who inspired the most trainees to become litigators.

This was all in addition to continuing his long-standing and valuable support on pro bono work, particularly for Battersea Law Centre where he was a regular advisor for more than 15 years and helped hundreds of people who had nowhere else to turn. His commitment to access to justice was immense.

Litigation partner Jonathan Hitchin said: “This has been a terrible shock for colleagues and clients who worked with Rainer. We’ll fondly remember him for his outstanding intellect, mischievous sense of humour and tuneful corridor singing. He was one of a kind.”

# INDEX

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Ajitsaria, Shruti	11, 12, 13, 17	Harris, Oli	12	Perchik, Margaret	17
Allen, George	27	Hawthorne, Mike	33	Porus, Daniel	15
Annetts, Ian	23	Hazledine, Susan	33	Pultman, Jay	28, 29
Antonucci, Rosella	52	Herbert, Francis	37	Robson, Scott	28
Armsworth-Maw, David	27	Hitchin, Jonathan	53	Rogers, Helen	35
Arulchandran, Vic	14	House, Tim	27, 28, 29, 31	Roges, Patricia	40, 42, 43
Ballheimer, Andrew	4-9, 45-47	Howorth, David	14	Roper, Allayne (née Griffiths)	52
Barley, Helen	45, 47	Hunter, Robert	31	Salt, Julia	23, 25
Benzecrit, Eliot	14	Husted, Catherine	37, 48, 49	Samaha, John	28, 29
Berg, Ray	33	Ibbetson, Wendy	53	Satchwell, Richard	23
Beringer, Guy	35, 46	Jackson, Jonathan	17	Savvides, Theo	53
Bishop, Julie	37	Jacovides, Mario	23	Sehra, Avtar	14
Blythe, Michelle	35	Kerrigan, Robert	12	Shah, Veenay	22-25
Brammer, Andrew	39, 40, 41	Kirk, Josh	15	Sharman, Emma	33
Brayne, Jonathan	11, 12, 16, 17	Lancefield, Debby	52	Shaw, Emma	35
Buckley, Kate	31	Levy, Mark	52	Silver, Abi	30-33
Campbell, David	12, 37	Lone, Mahmood	1	Silver, Dan	31, 33
Campbell, Emma	33	Mackie, David	27, 31, 35, 37	Smith, Phil	12
Chamay, Marc-Henri	23, 25	MacLean, Douglas	48, 49	Smith-Bernal, Graham	15
Chandran, Shankari	30, 34-37	Mangunsong, Nathaniel	18-21	Soelistyo, Andre	19
Charles, Sir John	27	Martin, William	27	Susskind, Richard	12
Chatreau, Yann	28	May, Joe	15	Tommasi, Cristiano	52
Dejonghe, Wim	4-9, 12, 17, 39	Mencacci, Davide	23	Totty, Peter	31
Denyer, Stephen	35	Milanese, Michele	52	Townsend, Jane	40, 41
Dibble, Mark	23, 25	Miley-Dyer, Phoebe	46	Van Der Velden, Brechje	27, 28, 29
Dickinson, Matthew	15	Morley, David	23, 25, 35	Vargas Llosa, Gonzalo	47
Diss, Claire	52	Mulley, Lisa	32	Wall, Brian	53
Drummer, Daniel	17	Myers, Sam	12	Watson, Davina	35
Ellis, Peter	53	Myers, Sidney	31	Watson, Peter	31
Evers, Rainer	53	Neicho, Vince	28	Wells, Boyan	1
Feldberg, Michael	28, 29	New, John	27	Whitehead, Isabelle	46
Florendine, Robert	15	Nightingale, Bob	37	Wipperman, Terri	35
Fox, Ben	25	Noble, Julia	33	Wisbey, Sue	35
Georgiou, Chris	33	O'Keefe, Mike	14	Wong, Alex	12
Gibson, Jane	33	Oliver, Kevin	43	Wootton, David	31
Gibson, Toby	33	Page, Joanna	31	Young, Louise	45, 46
Gilkes, Emma	33	Paines, Anthony	27	Yu, Michelle	49
Gill, Judith	31	Patel, Ajay	23	Zekaria, Louise	35
Ginting, Daniel	19	Pearson, Colin	35	Zhu, Yanan	17



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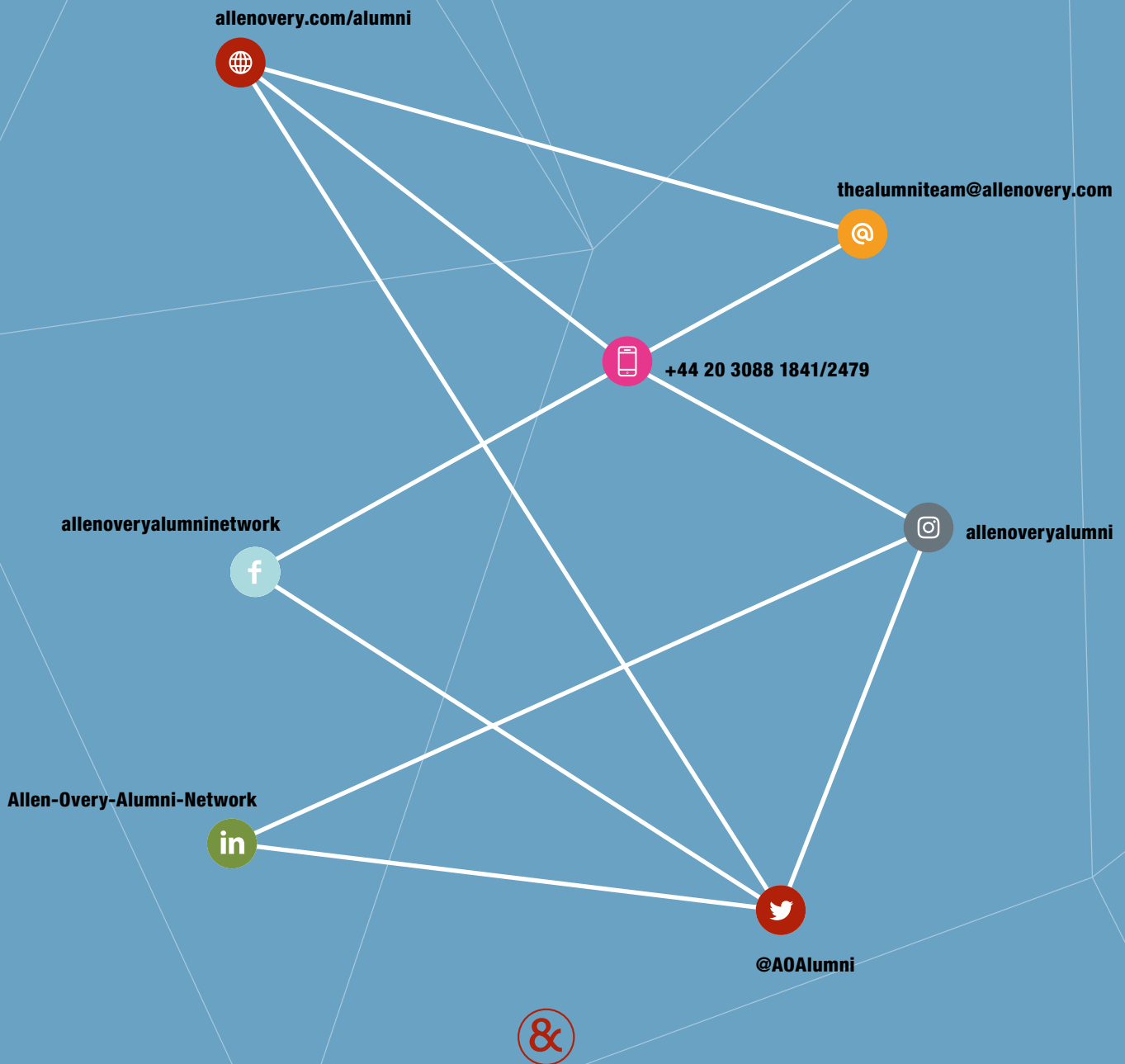
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