

ALLEN & OVERY



Alumni
Yearbook
2014

Inspirational leaders

EDITOR'S CHOICE:

► **A&O's magnificent seven**

This year's ballot among A&O alumni to find the firm's most inspirational leaders yielded a shortlist of seven. Our story gives their colleagues the chance to explain what makes them so outstanding.

p12

► **The best of both worlds**

During a long and satisfying career, Clare Maurice has consistently broken the mould. She would not necessarily like the tag 'role model' but that is what she is: an inspiration to others.

p20

► **In at the deep end**

Relatively few lawyers would see themselves as entrepreneurs. So what commercial skills do you need to take a legal brand such as A&O across the world and into challenging emerging markets? Five partners offer an answer.

p52

View online at:

www.allenoverly.com/alumni



◀ **TRUTH AND MEANING**

Alumni Network
Chairman
Alex Pease in
his other role
as a trainee vicar
in Itchen Valley
Parish near
Winchester, UK.

WELCOME

Allen & Overy Alumni Yearbook 2014

We have done something a bit different for this year's edition of your yearbook, as you will have seen from the cover. This year, we are focusing on a single theme: celebrating inspirational leaders, both past and present. Many of those featured on the cover were voted for by you in our 2014 global alumni survey as people you found inspirational during your time at A&O (see 'A&O's magnificent seven'). No doubt this cover would look very different if we were to ask the same question in five years' time.

A firm like A&O has not become the global phenomenon it is today without being led by many remarkable people. In a profession which, seen from the outside, might be more about seeking only academically complete answers to questions, these are people who have had a reputation for being acutely tuned to the commercial priorities of their clients whilst at the same time being thorough in protecting their interests.

They have understood how businesses work, what clients need now and what they will need in the future. They have acted on this knowledge and grasped opportunities. They are people who have been willing to take risks personally, and in the professional business in which they have invested their lives, to pursue these opportunities. They have been willing to be the first to do things (see 'Proving the point' and 'Opening doors to law'). And when this has led them to new countries and unfamiliar market sectors, they have moved

and adapted (see 'In at the deep end'). But above all they have inspired generations of their colleagues by their sheer ability.

BUT WHAT SORT OF PEOPLE ARE THEY?

Let me share a hunch I have about an individual's character. I believe you can tell more immediately about the character that inspires others by looking at what they do for recreation than you can from any number of conversations with them. It is that other side of the leader which is a window into who they are. Something like the comic book hero who, at work, is Clark Kent, but is transformed in a moment into Superman!

This idea has been the starting point for the design of this year's Alumni Yearbook. We asked those we are profiling in the yearbook to be photographed, not only in what they wear typically at work, but in their recreational kit. Dressing like that – if my hunch is correct – ought to shed light on what it is about them that makes them the inspirational people that we all admire. Has it worked? You be the judge.

We have had a lot of fun putting this edition together and hope you will enjoy it too. As always, we welcome your feedback. ●

Alex Pease

ALEX PEASE
CHAIRMAN, ALUMNI NETWORK

INSPIRATIONAL LEADERS PAST AND PRESENT

The yearbook this year is dedicated to our inspirational leaders. Some you have voted for in our 2014 global alumni survey. Others we have selected in areas we find truly inspirational.

▶ 04

Two leaders, one goal

David Morley and Wim Dejonghe reflect on what's been happening at A&O over the last year and explain how their own seamless relationship works.

▶ 12

A&O's magnificent seven

Seven of A&O's most inspirational leaders, through the eyes of the people most affected by them: their colleagues.

▶ 20

The best of both worlds

During her long career, Clare Maurice has consistently broken the mould. With a string of A&O 'firsts' to her credit, she would not necessarily like the tag 'role model', but that is what she is: an inspiration to others.

▶ 24

The ultimate trusted adviser

A look back at the career of Jim Thomson, a legendary figure whose legacy permeates the firm to this day.

▶ 30

Water with a life of its own

David Yeo fits the name 'accidental restaurateur': he opened his first Aqua restaurant in Hong Kong on a whim. Fifteen years later, it's a major international business.

▶ 52

In at the deep end

Relatively few lawyers would see themselves as entrepreneurs. So what kinds of commercial skills does it require to take a legal brand such as A&O across the world and into challenging emerging markets?



▶ 16
JEFF GOLDEN,
former head of
A&O's U.S. Law &
Derivatives practice
groups, London.



▶ 24
JIM THOMSON,
an A&O legend.



30

Articles

◀ 44
TAMSIN MAY,
Peerpoint consultant.



28 Alumni Network

Alumni Ambassadors are helping connect our global community of over 8,500 members in 70 countries.

34 Celebrating 20 years in Germany

In just 20 years, A&O has become Germany's tenth-largest law firm by revenues. Now, it's aiming to be the top in its chosen practice areas.

38 Building bridges

Development banks are the world's financial emergency service, and in their midst are A&O alumni.

44 Proving the point

The exciting possibility of alternatives to traditional career paths – that's Peerpoint.

46 Opening doors to law

A&O leads the way in opening doors to the legal world. Its commitment to fair access to work experience is creating positive change across the profession.

56 In memoriam

Remembering Gary Greenfield, Daisy Martin, Steve Roberts, Iain Scoon and Jackie Wardell.

58 Campaign highlights

Alumni Ambassadors, a global alumni reunion, a mentoring programme – some of the initiatives introduced in response to the 2014 global alumni survey.

59 Index



TWO LEADERS ONE GOAL

Reflections of the senior and managing partners, David Morley and Wim Dejonghe, on A&O's international growth, the benefits of investment during a downturn, harnessing talent, new ways of working in a changing environment, and their own relationship.

What is your verdict on the firm's performance last year?
Wim: We had a good year. It tailed off a bit at the end of the financial year, but the first nine months of the year were so good that overall we were pleased. Since the start of the current financial year, the capital markets have gone crazy. We've had the busiest summer ever.

Are we then out of the woods?

Wim: I wouldn't be that confident. We've had a number of years of two halves, where we had good and bad halves. This year, the first half looks very good but we need to be cautious.

David: It has been six years since Lehman, and the environment is clearly much better now. Does that mean the world is free of macro risks of things that could go wrong? Obviously not, and we live in a more volatile world.

Have lessons been learned from Lehman and the banking crisis?

David: What is clear is that the activities of the big banks have been circumscribed now in a way that they weren't before 2007. That has obviously had an impact on our business, because traditionally we've been quite heavily exposed in banking. We've responded by expanding the range of financial institutions that we advise

and broadening the scope of the work we do for them. For example, we are doing more litigation and regulatory investigations work.

So if you look at the firm as a whole, we've adapted to that changing position. Over the last five years, our profits are up 24% and our turnover, in sterling terms, is up 15%.

Our approach over the past few years has been to plan ahead, to invest strategically. We've continued to invest over the last five years, while most of our competitors have cut back.

What have you invested in?

Wim: Firstly, in new offices. We have opened 15 offices since 2010, and now have 46. We have invested in technology. The challenge is to find the balance between investment, which is a cost, and profitability.

David: We had a deliberate strategy to expand the network, even during the recession, because we took the view that business was becoming ever more global. That has proved to be correct.

But others have had that same view as well, haven't they?

David: Yes, they have, but they have not responded the same way. People forget but there were predictions in well regarded circles, after the Lehmans collapse, that globalisation would go into reverse and that nationalism would return. ►

A view which you definitely didn't share?

David: No. The world of business is much more global now. I have said this before, but I believe we are swimming with the tide of history, with our investment and forward planning.

Wim: We have also invested in the long-term structure of the firm, in particular the Belfast Support Services Centre. That was a big investment.

David: Belfast is a good example of our determination to invest, even when the environment was not favourable. Many people questioned that decision. They asked, why are you spending that money now?

Do you mean externally or internally?

David: Both.

Wim: In the first two years, the investment in Belfast obviously affected our profitability, but in the long term, the payback will be huge.

And Belfast's purpose has expanded, hasn't it?

Wim: Yes, it has. First, it was a support services centre, then we added a legal function. Belfast is just one of our alternative legal resourcing offerings.

Picking up on your point about balance, have you got the balance right between having your own offices and having a network with relationship firms in other jurisdictions?

Wim: Obviously, markets evolve and we always have to take that into account. My personal point of view is that we're underinvested in Africa, we're underinvested in Latin America, and there's a big challenge in the U.S. What is important is that we weigh the decisions very carefully. Korea has opened up and other law firms have opened offices in Seoul. We haven't. Why? Because we have not yet found the right team.

David: Wim and I don't sit in our offices, sticking pins in a map to decide where we should open. We need to be clear on the



Wim Dejonghe

Managing Partner

A&O: 2001-Present

Belgian-born Wim is the embodiment of A&O's modern global character. The first non-British global managing partner, he had also worked in Spain and the U.S. As a leader, he likes to include people in projects wherever possible, and sees himself as "demanding but not unrealistic". Cycling is one of his sporting passions, along with skiing, running and hiking with his family; he also admits to a fondness for good food and wine.

strategy and the business case. These decisions are not taken lightly. The best indicator of when and where to open is where we have partners on the ground, who are doing business in that jurisdiction already, or where we have strong relationships with local law firms or clients in that place, each of whom makes a strong case for opening.

Such as Casablanca?

David: Exactly. More recently, we have opened in Johannesburg, with the same sound basis for opening. We have not opened in South Korea because we have not found the right model, the right people.

By which you mean?

David: The right mix of people who can integrate locally, with the international experience.

Wim: And those who can integrate culturally within A&O. We are rigorous in screening people, projects, business plans. Before we

open an office we will have probably reviewed four or five business plans before agreeing the right one. In the case of South Africa, we sent the first business plan back to the proposers. On the more general point, we do not want to be in every jurisdiction. My current guess is we are very unlikely to grow beyond 50 offices over the next 5 years.

If you invest much time, money and effort in securing the right team, does that not conflict with the trend for greater movement of partners between firms?

David: It's a fact of life now, that there is more lateral movement in the big law firms. I don't think that's necessarily an unhealthy trend because, in the old days, when no one ever moved firms, you got a lot of people who were stuck on a platform that might not suit them. The Americans call it free agency, which is a term from baseball, where you're loyal only to yourself and not to the firm. ▶

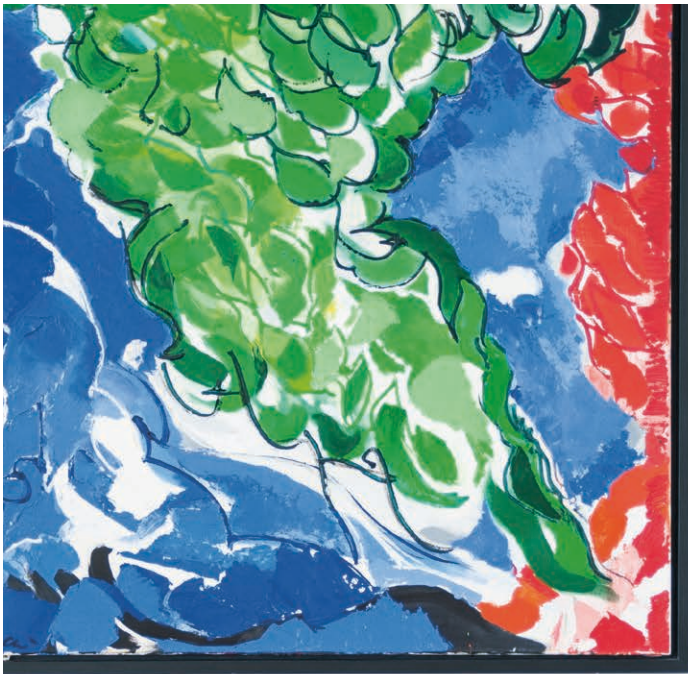


David Morley

Senior Partner

A&O: 1980-Present

David describes his management style as “consensual”: he likes to hear the opinions of many before making a decision. He also likes encouraging others to take the lead. The people make the firm what it is, he says. He joined A&O in 1980 and quite simply has never seen a reason to leave. Some years ago, he cycled a stage of the Tour de France but currently confines himself to cycling to work (as does managing partner Wim).



"I don't think the traditional model will completely disappear, but what's changed is it's no longer 'one size fits all'."

David Morley

You don't particularly want that, do you?

David: No we don't. That is taking it to an extreme. But you don't find that in the best firms, and it is certainly not true here.

Wim: The other point to make is that, as far as I'm concerned, even if someone has left, they are still Allen & Overy. The circumstances in which they left are irrelevant. That's got nothing to do with the fact that, during their career, they were lawyers or people who worked for Allen & Overy, and so they should be treated as alumni.

That brings me on to Peerpoint. This time last year you were about to launch the scheme, so how has that worked out in practice?

Wim: It is still small scale but has developed beyond expectation, and we have taken two measures to grow Peerpoint, the first being the launch of the service to clients, having made early placements with four clients, and the second being the appointment of a CEO.

Earlier this year, we conducted research which painted a clear picture of the rate of change the legal market is undergoing. In the report 'Unbundling a market: The appetite for new legal service models', 63% of respondents said they have used

contract lawyers in the past two years, while three-quarters said they expect to use contract lawyers over the next five years. Peerpoint's expansion into direct work with clients is further evidence of this trend, which we expect to continue, especially considering the strong demand we have already had from clients.

The second development is the appointment of Richard Punt, a partner from Deloitte, as CEO of Peerpoint.

From a broader perspective, Peerpoint enhances our client service offering, by providing an alternative and additional capability, and is more closely aligned with changing patterns of work. The difference between work and private life is much more blurred than it used to be and, arguably, is reaching a point where there is no dividing line. Technology has made a huge difference, meaning our partners and staff can work from wherever they happen to be – in the community, at home or in transit. If you

follow that trend as an employer, you have to adapt, to build new models and ways of working accordingly.

David: Having said that, I don't think the traditional model will completely disappear, but what's changed is it's no longer 'one size fits all'. There are a lot more opportunities for people to work in different ways.

Wim: Indeed, I'm pleased that Peerpoint allows our alumni and other top tier lawyers to stay part of the A&O network. Peerpoint consultants may choose to alternate between client placements or working with an A&O deal team. I would like to follow the McKinsey model, in which their people opt in and out all the time, depending on their personal circumstances.

That all sounds fine, but how do you manage workflows?

Wim: Training, management, and, above all, harnessing technology. ▶

"From a broader perspective, Peerpoint enhances our client service offering, by providing an alternative and additional capability, and is more closely aligned with changing patterns of work."

Wim Dejonghe



"We trust each other completely. We're very transparent about everything we do. If we don't agree on something we just talk it through."

Wim Dejonghe



What makes for a good relationship between senior partner and managing partner?

Wim: It basically comes down to extreme tolerance on my side.

David: He has a belief that he does all the work and I take all the glory.

In all seriousness, you do have a very strong relationship, and that must have had a big impact on the way the firm has developed.

David: We do, and obviously at the heart of any good relationship is trust. For Wim and me, that comes very naturally, because we see the world in quite a similar way. But I think we're also quite different as individuals.

In what ways?

David: I'm English and he's Belgian. I look at the world in a certain way because of my background, where I've come from and how I've been brought up. Wim has a different view, because of how he's been brought up and where he's come from.

Like any two individuals there are differences of emphasis and focus in what we want to achieve professionally, but I think we share a very common view about where we want the firm to be. We're both very ambitious for the firm.

Wim: As David said, we trust each other completely. We're very transparent about everything we do. David basically knows what I'm doing; I know what he's doing. We're interchangeable on many projects because we share so much information. If we don't agree on something we just talk it through.

Could you replicate that in your successors, by providing a template for the relationship?

Wim: I don't think a structure delivers a successful leadership team. It really is about the personalities. I remember the first year we were in our jobs and the Board insisted on knowing who between the two of us was exactly in charge of what. David pulled out some document from the past which we shared with the Board. I haven't seen that paper since.

It's more than trust then, isn't it? You obviously really like one another and get on at a deep level, don't you?

David: I can say in all seriousness that working as senior partner with Wim as managing partner has been the best part of my professional career. It's just such a pleasure to



work with somebody on the same wavelength – especially when you're in the trenches together.

And, you have been through a period which is possibly the toughest time in A&O's history?

David: We have had to take some very tough decisions. We could not have made those decisions on our own.

We have complementary skills. For example, Wim has language skills, which I don't, so there are situations which Wim is much better suited to dealing with.

Wim: And vice versa. I think David is more patient and is more alert to the sensitivities of working with the partners in London, which he draws from his knowledge and experience.

Who inspired each of you?

David: For me, Philip Wood. I consider myself extremely lucky because in my second seat as a trainee I sat with Philip. It was just inspirational as a young lawyer to meet somebody with such



an incredibly broad perspective of the world. Not only that, but the role that law plays in the world and in society. He has a very liberal view of how the law can help societies advance and improve people's lives. As a young lawyer, to sit with him and be exposed to that was inspirational.

Wim: I don't have one person in particular who inspired me. Rather, I have several. In this job, as managing partner, I have the privilege of coming across many different types, be they clients, colleagues, even those in other law firms. I meet a lot of interesting people, from whom I draw inspiration. I could probably give you the names of at least 12 people who have inspired me.

David: One of the things I said to the partnership at our partners' conference in Dubai earlier this year was that, as in sport, it is great to play with great players. There is something about working with people who are just that little bit better than you, because it spurs you on, drives you forward and acts as a powerful motivating force.

Finally, I would just mention that we now have more than 8,500 registered alumni, which is remarkable considering we only started the programme in 2005. That is very pleasing for us, and we want to build on that to create a truly outstanding alumni network that really marks A&O out from everyone else. ●



"It's just such a pleasure to work with somebody on the same wavelength – especially when you're in the trenches together."

David Morley

A&O'S MAGNIFICENT SEVEN

“Managers are necessary; leaders are essential.”
Field Marshal Sir William Slim

Last year, the A&O alumni were invited to vote for those whose leadership they had found inspirational during their time at A&O. When the votes were counted, seven nominees led the pack.

The demographic of these nominees is clearly a reflection of the majority of A&O's people at the time that most of the alumni were working there. Thus, it is an echo of the A&O of the past, rather than the present or future.

Should the vote take place among serving partners and staff now or in another ten years, looking at the current make-up of the

firm, the results would likely be very different. However, regardless of their sex or race, what makes these individuals stand apart from their peers? Why is their type of leadership particularly inspirational? What can we learn from it for the A&O of today?

In trying to answer these questions, we interviewed not the people themselves – their inherent modesty would probably have prevented a clear and objective view – but their colleagues; those who worked alongside them, were recruited by them, or who found themselves most often in their path. The results provide real insight into seven remarkable individuals. ▶



LEFT TO RIGHT:

DAVID MACKIE CBE QC,
Judge

GUY BERINGER QC,
Chairman of UK Export
Finance, Chairman of the
Legal Education
Foundation

MIKE DUNCAN,
Partner, London

PHILIP WOOD QC,
Special Global Counsel,
London

JEFF GOLDEN,
3 Hare Court, Chairman
PRIME Finance
Foundation

STEVEN SCHUIT,
Of Counsel, Amsterdam

TONY HERBERT,
Consultant, London



► DAVID MACKIE CBE QC

CHAMPION OF LITTLE PEOPLE

“Our chief want is someone who will inspire us to be the person we know we could be.”
Ralph Waldo Emerson

When you joined A&O as a trainee, you quickly became aware of the reputations of certain figures. David Mackie was one such individual; he struck fear into the very soul of associates and partners alike.

He was, according to myth, not above throwing staplers or White Books at useless associates. However, he never forgot the people who actually made the department function. In his own words, secretaries were the most important people in the department, and woe betide any fee earner found belittling them or being pompous.

Once you get to know the man, the reasons so many alumni called his leadership inspirational start to become clear. He is a kind man, full of wit and humour, as illustrated by the story of when a very junior Boyan Wells poked his head into David's office and, not seeing him, asked the trainee sitting in the corner: “Where's the b*****d?”

“The b*****d is here”, David replied, looming from behind the office door. “What do you want?”

Professionally, he gave associates fantastic work but demanded – and got – the best. You never asked David to look at work that was anything but perfect. As it was presented to him, he would pick up his pen, look into your soul and say: “This is right, isn't it?” The ‘isn't it’ was not a question. If it was not right, it would be the next time.

Most importantly, he has a strong moral sense of duty. One day, a piece of correspondence came in. It should never have arrived on David's desk. It was a small claim from a person who did not have the means to pay. David's immediate reaction was: “We have to do this; it's our duty as lawyers.”

It was this sense of duty which led him to be awarded a CBE for his support of pro bono legal work and, in particular, his support of the Battersea Legal Advice Centre, and which inspired so many.



David Mackie CBE QC Judge

‘High expectations and duty’
A&O: 1968-2004

As a partner in A&O's Litigation department, David Mackie had the opportunity to observe judges at close hand. It looked like an interesting job, he thought, and in 2004 he moved permanently to the bench. Like his pro bono work, it was an opportunity to make a difference on a personal level. Being a judge is, he says, an “enormous privilege”.



► MIKE DUNCAN

THE POWER OF SILENCE

“Nothing strengthens authority so much as silence.” *Leonardo da Vinci*

A colleague was in a meeting with Mike Duncan. It was a contentious and difficult meeting about a contentious and difficult restructuring. The lawyer on the other side began hectoring Mike. He was aggressive and bombastic and his style was intensely confrontational. The question he was asking did not seem to have an end.

Throughout the interrogation, Mike sat, unmoved and seemingly impervious to the vitriol and passion being poured out on him. He let the lawyer talk until he finally ran out of steam amid volleys of “And do you really mean to say that...?” and “Can you seriously be asking us to...?”

When the lawyer had eventually dried up, silence filled the room. Everyone was looking at Mike. There was a pregnant pause and then, quietly, without censure or emotion, Mike simply said: “Yes.” It was the most powerful example of negotiation the colleague had seen.

While his calm and dispassionate demeanour typified Mike, it went hand in hand with his technical brilliance. Colleagues, clients and even lawyers on the other side loved working with Mike.

A banking partner from another firm said that meetings were a particular pleasure. There was never any point-scoring, just a common wish to do the best they possibly could by their clients and, if you were sensible,



Mike Duncan

Partner, London

'The patience of the bowler'

A&O: 1979-Present

Cricket, more than most games, is a test of the whole person. On the pitch as in the boardroom, Mike Duncan demonstrates the patience of the bowler waiting for the opportune moment to act. There is precision in his approach, conviction in his delivery and success in his follow through.



they were very short. Any sharp practice would be rewarded with "I don't think that that's market standard" – a phrase with particular resonance, as Mike has been around for as long as A&O has had a dedicated banking practice.

His legal brilliance was exemplified in the banking precedents that he created. Suddenly, A&O had the clearest and best syndicated loan documents in the market.

The fact that they became the gold standard, enhancing A&O's reputation as the premier banking firm to deal with, was almost solely down to Mike. He would not say so himself, though. No: he is too understated, too thoughtful and has too much integrity for that – and it would break the silence.

► GUY BERINGER QC

AN UNDERSTATED VIRTUOSO

"It usually takes me more than three weeks to prepare a good impromptu speech."

Mark Twain

In 2000, Guy Beringer became senior partner of A&O. He had stood against the incumbent senior partner in a closely fought election and won, becoming the youngest senior partner the firm had ever known.

At the partnership conference following his election, there were still those among the partnership who were not sure about the young pretender; that was, until they heard him speak.

He stood on the stage and spoke for an hour without notes in a performance that has been referred to as 'masterful', 'powerful', 'visionary' and 'charismatic'. All those who, before he started, were not convinced about his ability to lead A&O firmly into the 21st century were left in no doubt by the time he drew to a close. He had a presence; it is the only way to describe it.

However, the virtuoso performance at the conference was a far cry from his usual leadership style, which was thoughtful and understated. He drew alongside people and, by engaging with them on a personal level, brought out the best in them. Clients loved his style, as he was very effective at gaining the confidence of senior board members. ►



Guy Beringer QC

Chairman of the Legal Education

Foundation, Chairman of UK Export Finance

'Determination and focus of the rugby player'

A&O: 1978-2008

Sport has always played an important part in Guy Beringer's life. The focus and determination that helped him win two rugby blues at Cambridge and captain London Irish served him well at A&O which he also 'captained' as senior partner.

That said, he was far from being a pushover. His dogged streak and determination had been honed on the rugby pitch and, once he had set his mind on a course of action, he was not to be diverted. It has been said that the only person not surprised that he won the election for senior partner was Guy himself. He had set his goal and, to his mind, it was accomplished.

His dedication to his clients was legendary – even once aborting a romantic trip on the Orient Express and forcing it to make an impromptu stop so he could attend a client meeting. If leadership is about courage, he demonstrated it in spades by going off to Switzerland and leaving his wife on the train.

► **JEFF GOLDEN**
LIMITLESS ENTHUSIASM

“If the doors of perception were cleansed, everything would appear to man as it is – infinite.” William Blake

At the beginning of the 1990s, A&O felt the need for a U.S. qualified lawyer. At a time when lateral hires were very rare, they recruited Jeff, the first non-UK qualified partner to join A&O. “You’ll be wanting an assistant then?” he was asked. “Yes” he said, “lots.”

Little did the partners at A&O know that while they were planning to sow a tiny acorn of U.S. capability, Jeff had a vision. He could see the infinite. He was going to build a U.S. law practice from scratch to rival the best U.S. law firms in the world.

There were three things he needed: technical brilliance, vision and limitless enthusiasm. Fortunately, he was well endowed with each.

Jeff’s work was, from the very start, cutting edge. In 1996, he was asked to look at how to adapt International Swaps and Derivatives Association agreements in the face of the adoption of the euro. There was USD30 trillion of derivative contracts in currencies which would no longer exist.

Jeff’s masterstroke was to use public international law treaty concepts and apply them to a private deal. By getting everyone



Jeff Golden
3 Hare Court
Chairman PRIME Finance Foundation
‘The enthusiast’
A&O: 1994-2010

With drive, enthusiasm and a broad vision, Jeff Golden makes an impression on everyone he meets. At A&O he led by example, showing his team what it was to be a great lawyer and then cheered them on as they succeeded in their careers.

together, 80% of those with affected contracts signed up. It was a huge success.

Jeff wanted a team that was not limited in scope to individual deals, but was dedicated to building the firm’s profile. Jeff led firmly by example by being head of the American Bar Association’s Section of International Law, as well as heading many other august organisations.

Building his team was a challenge. Transatlantic discrepancies being what they were, Jeff had to find innovative ways of persuading people to join.

He did this by treating recruitment as his top priority. He would go to universities to talk to prospective candidates. His philosophy was that, if he got the best possible people he could, gave them good work and helped them to grow as lawyers, he would be able to build a successful team.

► **STEVEN SCHUIT**
CLOSE TO THE CLIENT

“The energy of the mind is the essence of life.” Aristotle

Some people think on a bigger scale. In 1989, the partners of Loeff Claey’s Verbeke in the Netherlands met to discuss possible expansion. One of the partners put forward a well researched argument suggesting that they enter into a ‘relationship’ with a firm in Belgium. This was considered revolutionary at the time.

Steven was at the meeting. “Forget the relationship,” he said. “Why don’t we merge?”

The result was the first transnational merger of two law firms.

The three words that came up most frequently to describe Steven were: enthusiasm, excitement and energy. A demanding lawyer (someone went so far as to say that his associates would either become successful or die, which seems a little radical), he never asked others to do anything he would not do himself.

Having such high expectations brought out the best in his team. It meant they worked very hard for him, but he worked hard for them, too. He would always follow through on his promises and help his



Steven Schuit
Of Counsel, Amsterdam

'High standards'
A&O: 2000-Present

Steven Schuit's greatest gifts to his associates are the high standards he sets them – and himself. Intuitively a people person, he showed the benefits of getting alongside clients and colleagues. His work outside the office, as a teacher and writer, demonstrates how a breadth of personal interests contributes to making the complete lawyer.



team, even if it involved something outside the firm.

In an era when it was not fashionable to try to understand your client's business, Steven broke the mould by thinking strategically. He did not need a training course to tell him how to get close to his clients – it came naturally to him. Seeing the close connections he built with his clients inspired his team to do the same.

Again, he led by example in his work outside the firm. Like Jeff Golden, he believed that, to be a complete lawyer, you need a wider scope than the deal on the desk in front of you. He is a Professor at both Utrecht University and Nyenrode Business University, wrote the 'bible' on Dutch corporate law and has published articles on environmental law.

Beware his power, though. Colleagues say how easy it is to get swept up on the all-encompassing wave of energy that comes from him. Enthusiasm can be infectious. Passion can be truly inspirational.

► **PHILIP WOOD QC**
SERVING A GLOBAL COMMUNITY

"The law should be our servant, not our master; it should set us free, not tie us down." Philip Wood

When you think of a banking lawyer, the image that generally comes to mind is not that of someone fighting for social change and justice. However, that is exactly how Philip Wood practises. He loves the law and is always keen to use it in the service of the community.

For some, this would mean applying it at a grass-roots and an individual level; for Philip, it means thinking on a global scale. The law, for him, is fundamental to human liberty and dignity.

This may sound idealistic, but it is also highly practical. From early in his career, Philip saw that the law could be used to ►



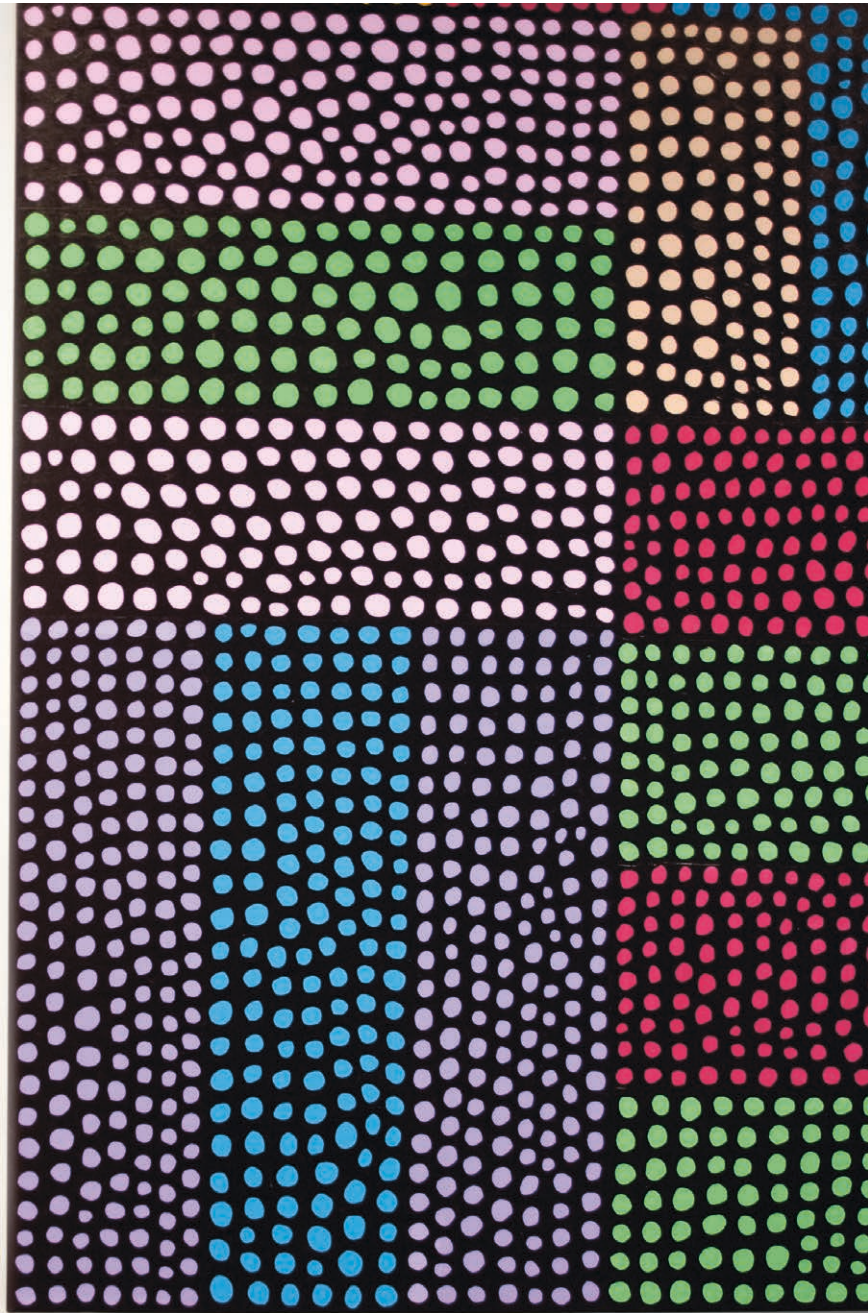
Philip Wood QC

Special Global Counsel, London

'Marathon man – in both running and writing'

A&O: 1967-Present

Think carefully before writing a law book, says Philip Wood. So few people last the course. Few in the legal sector know better than him that writing is a marathon, not a sprint. It takes stamina and single-mindedness. Typically, when Philip ties his trainers, he lives the metaphor for the full 26 miles and 385 yards.



build infrastructure and create projects which would help people across the globe.

His international vision was also inspirational. Even his early practice had an international flavour, despite difficulties in communication. At one point, he conducted a bond issue for the government of Quebec entirely by telex machine, with tapes often stretching more than 20 feet.

At the time, A&O did not have a banking department and 'banking' was not considered its own area of law; that was until Philip wrote a book entitled 'The Law and Practice of International Finance', which, almost single-handedly, formed the finance discipline. Eventually, A&O caught up with its pioneer, and the stand-alone Banking department was formed in 1985.

Despite knowing more about comparative law than anyone else on the planet, he is still quick to praise those around him and very encouraging to even the most junior members of his team. He is always courteous and polite to a fault – staff who were not quite up to scratch would be tolerated by Philip, as he would have hated to offend. He has great generosity of spirit and, though a serious thinker, he never takes himself too seriously. No one could who likes a party as much as he does.

While his amazing mind might not extend to technology (back in the 1980s, he could be found arguing with his Dictaphone which he could not get to work, until his secretary came in, looked at it, and moved the switch to 'on'), in its grasp of law, it is second to none. Talking to Philip Wood about the law, compared with talking to many other lawyers, it has been said, is like moving from black-and-white to 3D Panamax technicolour.

◀ JAMES BROOMFIELD, MEMORIES

James was global marketing director at A&O between 1991 and 2002.

▶ TONY HERBERT

THE ART OF DELEGATION

"A gentleman is one who puts more into the world than he takes out."

George Bernard Shaw

The words most often used to describe Tony Herbert are 'urbane' and 'charming'. If A&O ever had a James Bond equivalent, it seems that it would be Tony Herbert dictating quite how his Martini should be served.

A keen patron of the arts, Tony was able to juggle an immensely busy practice with frequent theatre-going, keeping up with the latest literature and maintaining his accomplished painting skills. The key was his ability to delegate. While it was prolific, it was also inspired. He would trust his colleagues to get things right. If, however, they ran into difficulties, his door was always open.

He had his foibles, as are permitted a true gentleman. He so strongly disliked being presented with a plate of sandwiches during meetings that he would always find a reason to excuse himself. Leaving a junior colleague in the meeting, he would disappear for a proper lunch, only returning when the sandwiches had been safely squared away.

Tony's innate charm was another one of the reasons his leadership was so inspired. Many colleagues have remarked on his ability to make every person in a room, from the assistant pouring the tea to the head of an investment bank, feel as intelligent as he was. It is a remarkable skill and one that earned him huge popularity among colleagues and clients alike.

If there is one thing his colleagues covet, however, it is Tony's drafting ability. His writing is always clear, simple and precise. At one point, he was acting for Goldman Sachs on a hybrid preference share issue. This was in the days before precedent banks. Tony was going on holiday on the Friday and had said he would draft the documents before he left.

Thursday came and went and no documents were produced. Friday morning and afternoon came and still there were no drafts. On Friday evening, Tony sat in his office and dictated the entire set of documents to his secretary. When they were typed up over the weekend, they needed virtually no amendments. That is truly inspirational. ●



Tony Herbert Consultant, London

'The big picture'
A&O: 1962-Present

Tony Herbert has creativity in his blood. An accomplished painter, retirement gave him the opportunity to turn his eye from the big picture of the legal business to the individual brush stroke where attention to detail is no less important. These days he prefers to disengage the logical left side of his brain and let the creative right side take over.

THE BEST OF BOTH WORLDS

During a long and satisfying career, Clare Maurice has consistently broken the mould. She would not necessarily like the tag 'role model', but that is what she is: an inspiration to others.





Clare Maurice has told the story many times, but it never palls. When she was thinking of applying to join A&O in 1975, she was a little slow off the mark and went for a preliminary interview with one of the firm's partners. She asked whether it might be a problem if her degree was a 2.2, and not a 2.1. "The only problem you have, Clare," the partner said, "is that you are a woman." Different era, different attitudes.

Fast forward 40 years, and Clare faces a different type of problem at her own firm: encouraging men to apply. The majority of both lawyers and support staff at Maurice Turnor Gardner (MTG), the boutique private client law firm where she is the senior partner, are women.

"The perception is that private client work suits women better than men, a perception which we are working hard to prove is misinformed," says Clare. "Like everyone else, we want to employ a diversified workforce. It makes for a more balanced workplace, which is good for business."

If anyone knows, she does. Taken on as only the third female articled clerk (trainee) at A&O, she became the first female partner in 1985 and head of A&O's Private Client department before, with five colleagues, 'demerging' their department to create their own firm.

The parting was amicable: indeed, A&O assisted by providing rent-free accommodation in Ten Bishops Square for three months and business support until MTG's independent systems were established.

Five years on, the two firms continue to have an excellent relationship, with referrals going in both directions. "A&O is very good to us," says Clare. "The shared history, the

network we have with the A&O diaspora, and the mutual clients all enabled us to start our new firm on the best possible basis."

As with any new business, there were challenges and anxieties. The obvious risk was the timing. "Setting up a new business in the midst of the worst financial crisis in living memory seemed foolhardy at best, stupid at worst," she remembers. "But we found that there were a number of advantages: suppliers were delighted to deal with us as business was not brisk, services were competitively priced and our daring seemed to strike an optimistic note which attracted publicity. It no longer seemed such a crazy project."

The independence gave the founders freedom to operate as they wished, without being part of a bigger whole, but brought it the responsibilities associated with any new business start-up. "When we started, I used to lie awake at night and think it was all down to me to make the business succeed," Clare says. "Then I realised there were five other partners, so it became less of a burden."

"Nevertheless, I do live and breathe it more than I did as a partner at A&O."

QUALITY AND FUN

She describes the ethos of the firm. "Our objective was, and is, to establish a firm through which we can develop the talented lawyers who were in our team at A&O and those who have subsequently joined us. We want to build a vibrant, successful firm which, when the time comes, we can hand on to the next generation.

"For us, it is crucially important that the firm combines excellent quality work with fun colleagues, the aspects which we ►

◀ TOWN AND COUNTRY

City lawyer during the week, Clare goes racing at weekends as part-owner of thoroughbreds.

Clare Maurice

Partner, Maurice Turnor Gardner LLP

A&O: 1976-2009

A&O's first female partner, Clare Maurice enjoys engaging with people. That's the ethos encouraged at the private client firm she and five others 'demerged' from A&O. For Clare, the fun extends to the track where she has embraced the frivolity of racehorse ownership – and loves it.



brought with us from A&O. So far that is what I hope we have been able to achieve.”

Within the overall practice of MTG, Clare advises on complex international tax and estate planning for individuals and families with assets in different jurisdictions, assisting them in securing their assets against “the twin evils of the taxman and the errant family member,” as she describes it. She also advises a number of charities.

While she and her partners demand of the lawyers and staff the high standards that they have carried forward from A&O, Clare says they have sought to create a less pressured environment. “We do not demand the same level of hours, and that makes for a different work-life balance.”

But she is at pains to emphasise that MTG is not – as it was once described – a ‘vanity project’ for the named partners. “We have to keep a close eye on our competitors and increase our portfolio of clients. That certainly means we all have to work productively,” Clare says.

“Also, ours is a relationship business. We have to respond fast to our clients’ demands.

“That doesn’t lend itself to a nine-to-five existence. Many of our clients are the family offices of entrepreneurs with substantial wealth. The people running those offices, who rely on our support, are always on call. It follows that they expect the same from us.”

A GREAT BRAND

MTG has made its mark and established a reputation as a leading private client firm. “We are recognised by our peers as having a great brand. Our approach to clients is the same as in a large City firm, but in a smaller environment.”

That presents its own challenges, as Clare explains. “We have to cut our coat according to our cloth. Every penny spent on marketing has to be justified. When we say ‘the firm will pay’, that means us as the partners.

“Of course, that was the case at A&O, but, in a much larger operation, inevitably there is a distinction between the firm and the individual partners. But we know that we need to invest in marketing and the other support functions to be a top firm.”

Clare spends a good portion of her time involved with international organisations associated with the private client legal work. She has recently been elected president of the International Academy of Estate and Trust Law and an international fellow of the American College of Trust and Estate Counsel.

She is keen to emphasise that it is a joint effort: the firm does not revolve around her.

MTG now comprises 11 partners, 19 legal staff (including three trainees) and 11 support staff.

DOWN TIME

It is not all ‘nose to the grindstone’. Clare certainly enjoys herself outside work. She has two daughters, one of whom was recently married but has not moved too far away. Her younger daughter is still ‘lodging’ in the family home while she trains as an accountant (neither daughter fancied becoming a lawyer!) so family life remains hectic.

In complete contrast with the serious nature of the cautious and prudent adviser, Clare has embraced the frivolity (and some would say foolishness) of racehorse ownership. Through syndicates, she has enjoyed the highs and lows of the turf for some years.

▼ **FRONT RUNNER**

Clare became A&O's first female partner in 1985. She is one of only three elected UK Fellows on the American College of Trust and Estate Counsel and is President-Elect of the International Academy of Estate and Trust Law. Clare also chairs the charity Co-ordinated Action Against Domestic Abuse.

"We want to employ a diversified workforce. It makes for a more balanced workplace, which is good for business."

**Clare Maurice, Partner,
Maurice Turnor Gardner LLP**



The best moment came in 2012, when she and her syndicate partners had a runner in each of the premier horse races for three-year-old thoroughbreds in the UK, the Oaks and the Derby. "The only thing which could have made the experience better would have been for one of them to have won – one came fourth and the other sixth – but we had a fantastic weekend."

The final observation from Clare is that she could not have achieved any of this without the wholehearted support of her husband, Ian. "His enthusiasm for and pride in what I was doing and his willingness to share domestic responsibilities has made all the difference.

"I may have been the first female partner at A&O, but he very much enjoyed being the first male spouse of an A&O partner!" ●

MAURICE | TURNOR | GARDNER

▶ **11 PARTNERS
19 LEGAL STAFF
11 SUPPORT STAFF**

A boutique private client law firm of top-tier lawyers based in London. The firm has been offering its services since 1 May 2009 following the demerger of Allen & Overy LLP's highly-rated Private Client department. Maurice Turnor Gardner continues to work closely and in association with Allen & Overy LLP.

We have experience of all the issues which affect wealthy individuals (and their families and trustees) and professional practices in the UK and elsewhere. We seek to understand all the legal, commercial and tax issues affecting our clients and to provide them with principled and practical legal solutions, working in partnership with them as their trusted advisers.

Dispute Resolution, Real Estate, Philanthropy and Charities and Immigration practices complement the firm's traditional strengths in tax and estate planning, and partnerships and professional practices. www.mauriceturnorgardner.com



THE ULTIMATE TRUSTED ADVISER

Jim Thomson is not a name that many people in today's A&O will have heard. Yet he was a legendary figure whose legacy permeates the firm to this day. Despite his untimely death in 1971, Jim remains one of the firm's great inspirational figures, as we discovered in the results of our 2014 global alumni survey.

It is rare among leading law firms to find someone who has worked his way up from the bottom to the very top. One of the few who could claim that distinction was Jim Thomson.

He was taken on in 1933, just three years after A&O opened its doors, to work in the general office. He was hired by Tom Overy, one of the firm's founders, and so impressed the partners that they offered him articles, as training contracts were then called.

Their confidence was justified. In 1943, he was made partner and, when Tom Overy retired in 1960, Jim became one of a triumvirate of senior partners alongside Godfrey Morley and Willie Martin.

Of the three, Jim was the dominant force. He took on the role of managing partner, well before such a role had been conceived. He thought the firm was operating too much as a collection of individuals rather than a professional firm. He advocated change. Robin Broadley, a partner with A&O between

1964 and 1971, recalls of Jim: "He wanted the firm to be integrated, with greater control from the centre."

From his office on the fifth floor of 9-12 Cheapside, Jim held sway, combining his bigger strategic vision for A&O as the best law firm with an attention to the last detail.

He made it his business to know everything that was going on. He would ask to see files opened by his fellow partners (sometimes behind their backs) and review progress, suggesting actions and responses. He would stop people in the corridor and demand to know the position on any matter. Even though the firm was relatively small by today's standards, it was still dealing with hundreds of matters at any one time. Jim wanted to know what was happening on all of them and expected others to understand instinctively what was required of them.

Not surprisingly, everyone – including other partners – was in awe of him, and often fearful. Janet Day worked as his PA for nearly

two years, and so was at closer quarters to his daily working life than anyone else. "Jim had a tremendous presence," she recalls. "When he entered a room, it was almost as if the room temperature went up. He exuded authority."

SETTING STANDARDS

Tony Herbert, who joined the firm in 1962 and worked in part for Jim, concurs. "Jim was not given to small talk, although he was always charming. He just had this tremendous, dominant presence that permeated the whole firm." John Rink was one of those who, when he was an articled clerk, found himself tongue-tied in the presence of Jim. "On one occasion, he came into the office to ask a question of Guy Wilson, with whom I was then sitting. Guy wasn't there so he asked me the question instead. I can't remember what it was, but it wasn't difficult. I was, however, so dumbstruck that I couldn't get an answer out. He had that kind of effect on us youngsters and, I suspect, many who were older." ►

Jim's background played a huge part in his approach to legal service. Having worked his way up through hard graft, he did not tolerate anyone who gave less than full commitment. He arrived at the office at 9.10am each day and left around 5.45pm. He abhorred long lunches, and certainly never drank at lunchtime.

He did not tolerate shoddiness or a slip in standards of the dress code. Graeme Hall, then an articled clerk, once came into work wearing a black leather shoe on one foot and one soft suede boot on the other. A keen rower and international oarsman, he had broken a toe the previous day when a trolley of boats had run over his foot.

John Rink takes up the story: "As Graeme and I were walking down the stairs, Jim passed us coming up. He fixed his gaze on the suede shoe. He looked at it coming up the stairs, walked sideways on as he passed us and ended up walking backwards still looking at it. He never said a word, but the next day Graeme forced his broken toes into a black shoe!"

RAINMAKER EXTRAORDINAIRE

His instructions to Janet Day, when reviewing letters of application from students applying for articles, were to eliminate any who failed to sign their name, did not date the letter or who wrote in any colour other than black or blue.

But it was as one of the City's top corporate lawyers that Jim made his most enduring contribution to the firm. He was sought out for his practical, legal advice delivered in terms that clients could readily understand. He was the ultimate 'trusted adviser'. He cultivated relationships with chairmen or chief executives. Philip Wood says of him: "Jim inculcated the approach that, to be a truly effective lawyer, you needed to get very close to the senior members of the clients."

He was a rainmaker extraordinaire who secured several corporate clients for the firm, in a direct challenge to the supremacy of Linklaters and Slaughter and May, then the pre-eminent corporate firms. Among the clients he won was News Group Newspapers.

"He just had this tremendous, dominant presence that permeated the whole firm."

Tony Herbert, consultant



Jim Thomson

A&O: 1943-1971

Jim was Rupert Murdoch's principal legal adviser on the acquisition of the News of the World in 1969.

In the days when combining partnership with corporate directorships was permitted – indeed encouraged – Jim sat on a number of boards. He was a director of the manufacturing business Turner & Newall and deputy chairman of Legal & General.

Angus Hewat, who worked as one of Jim's assistants both before and after he became a partner, was greatly influenced by watching him operate with clients. "He had an extraordinary gift for knowing the way his clients thought," he recalls. "He wasn't greatly academic; he looked at law in an incredibly practical way. He could always get to the nub of something without lecturing the client on case law and statutes."

In the days when it was the convention for lawyers to remain in their offices and wait for clients to come to them, Jim advocated going direct to clients. He encouraged his partners to meet clients for lunch, rather than using the partners' dining room. Almost invariably, he himself met clients after work.

Given his enormous contribution to the firm, it was all the more tragic that Jim died while still in his prime. He was killed in a car crash in South Africa in 1971, while on business for Turner & Newall. He was just 56.

Many predicted that his death would lead to the collapse of A&O and, for a short while, the firm found it difficult to deal with its loss. As Bill Tudor John explains, "Jim was such a larger-than-life character and his influence on the firm so profound that his death threatened to stop the firm dead in its tracks. But, like the acorns under the oak tree, the firm sprang new roots and gained in strength."

LASTING INFLUENCE

Although a powerful individual, Jim's sole motivation was the advancement of the firm. "He was completely focused on A&O, on it being a top firm, and above all on making sure that it met the clients' needs," recalls Janet Day.

▼ CLASH OF TITANS

Jim Thomson (right) appears oblivious to the drama playing out beside him between media giants Robert Maxwell (left) and Rupert Murdoch (centre) during the sale of the News of the World in 1969. Murdoch won.



“Jim had a tremendous presence. When he entered a room, it was almost as if the room temperature went up. He exuded authority.”

Janet Day, PA to Jim Thomson

“That is second nature these days, but then it was almost a revolutionary concept.”





His style, dedication and knack of dealing with clients influenced all those who worked for him, and they, in turn, passed on that approach to the job to others. He also served as a real motivator. Janet, who is currently director of technology and infrastructure services at Berwin Leighton Paisner, believes she owes much to her brief time working with Jim. “He made me believe there were no boundaries to what I could achieve,” she says. “I learned more in that period than I have in my life, before or since. I became the person I am.”

Tony Herbert has the final word: “I strongly believe it is because of Jim that Allen & Overy now exists. Often when the firm’s founders go, firms flounder, but Jim had the character, the strength, the skills and the vision to ensure A&O’s survival. The firm will be forever in his debt.” ●

Alumni Network

Our Alumni Ambassadors helping to connect our global community of over 8,500 members in 70 countries worldwide.

Registered Alumni:

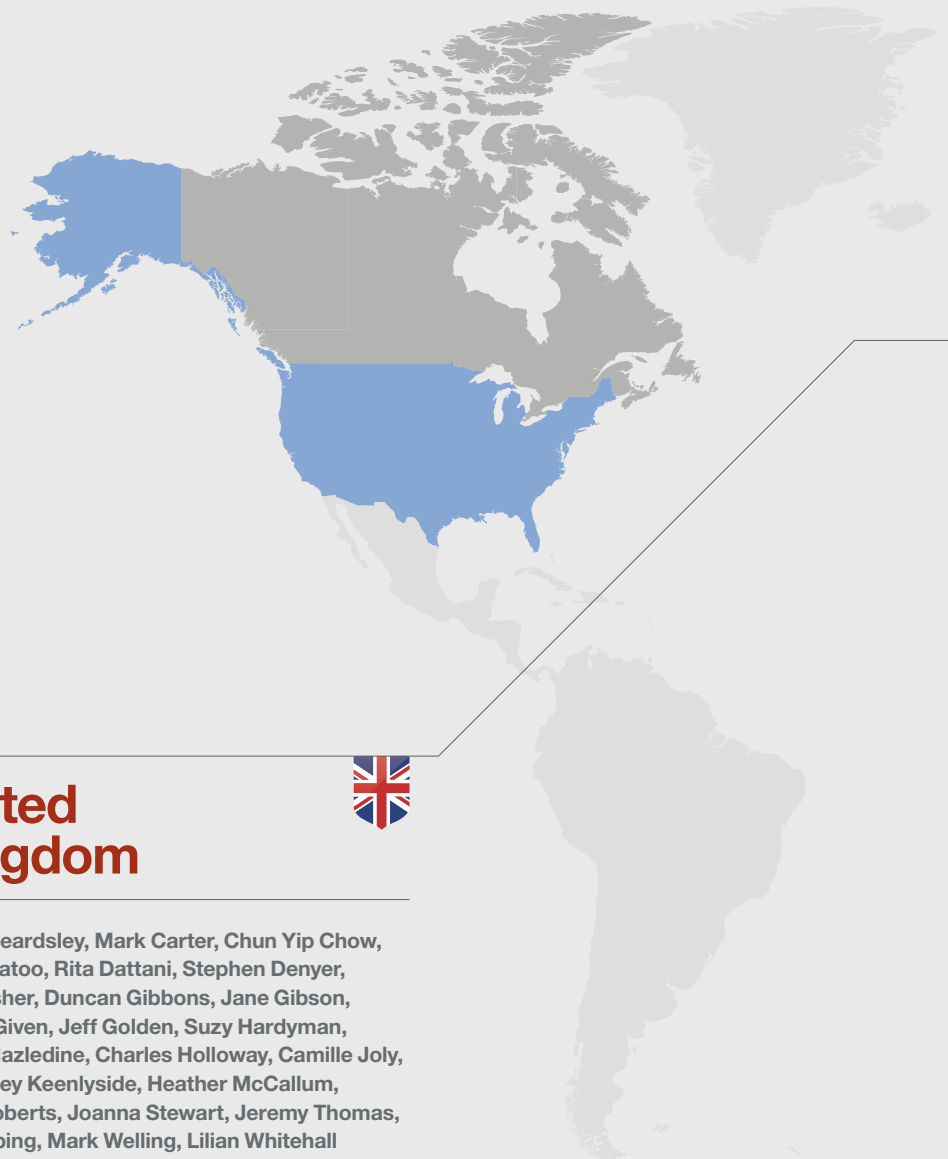
 < 25  25-100  101-200  201-500  500+

Our Alumni Ambassadors are people from within our alumni community who are already engaged with the Alumni Network and who have maintained close connections with their A&O contemporaries.

The role of an Alumni Ambassador is to organise at least one event during the course of each year to provide the opportunity for friends and colleagues from A&O to get together, and to encourage participation in A&O-led alumni initiatives.

If you would like to become involved in alumni activities, reconnect with former colleagues, or make new connections, contact your local Alumni Ambassador or a member of the Alumni team.

We are also looking for Alumni Ambassadors in locations where we do not currently have representation. Please contact the Alumni team to find out more. ●



United Kingdom



Alison Beardsley, Mark Carter, Chun Yip Chow, Akber Dattoo, Rita Dattani, Stephen Denyer, John Fisher, Duncan Gibbons, Jane Gibson, Davina Given, Jeff Golden, Suzy Hardyman, Susan Hazledine, Charles Holloway, Camille Joly, Humphrey Keenlyside, Heather McCallum, Chris Roberts, Joanna Stewart, Jeremy Thomas, Sue Tipping, Mark Welling, Lilian Whitehall

8,500

Members

70

Alumni in over 70 countries

31

Alumni Ambassadors

Netherlands



Liesbeth Kooij

Germany



Cornelius Fischer-Zernin

Hong Kong



Catherine Husted,
Desiree Sumilang

Australia



Peta McLucas

France



Rebecca Normand-Hochman,
Noor Kadhim

New Zealand



Jo Holmes



WATER WITH A LIFE OF ITS OWN

David Yeo fits the name ‘accidental restaurateur’: he opened his first Aqua restaurant in Hong Kong on a whim. Fifteen years later, he has turned it into a major business with branches in Hong Kong, China and the UK and aspirations to expand further.

Hospitality comes naturally to David Yeo. No one who enjoyed the legendary dinners at his Hong Kong home could fail to notice his love of food, the care with which he prepared it and his enthusiasm for dining. “Why not open your own restaurant?” friends asked. Why not, indeed!

Surprisingly, perhaps, for someone who was already a successful lawyer, the thought had never occurred to him. But once the seed had been planted in his mind, the idea grew. Within a few months, David and a business partner had opened a small restaurant in a quiet backwater of the city. They called it Aqua.

That was in September 2000. Today, the Aqua restaurant group, of which David is the CEO, has close to 25 restaurants and bars, in China, Hong Kong and London, and employs 950 people. There are different brands to reflect the different cuisines, with a particular focus on Spanish, Japanese, Italian and northern Chinese cuisines.

The business has taken off, growing by 35% in 2013 alone. But David has bigger ambitions still: his sights are set on opening restaurants in the U.S., Europe and the Middle East, as well as more in China.

SINGAPORE ROOTS

At the root of the business is David’s love of food. As a young boy growing up in Singapore, he was introduced by his parents to the many different cuisines served in restaurants and food stalls in what is generally recognised as one of the street food capitals of the world.

At university in the UK, David preferred to cook for himself rather than endure canteen food. Also while a student, he worked as a bartender in Peppermint Park, one of London’s most popular cocktail bars, and learned the tricks of the trade along the way.

That was always a sideline; law was his chosen career. After graduating from the University of Kent and then completing a Masters at Cambridge, David joined Freshfields as a trainee. On qualification, he joined the investment bank Bankers Trust before it was absorbed into Deutsche Bank. While he enjoyed the cut and thrust of the deals, he found the banking culture somewhat alien, and returned to the law.

In 1997, he joined the A&O Hong Kong office. His arrival coincided with the Asian financial crisis. It was a busy period. ►

The demand for debt restructuring and insolvency work was so great that most banking and project finance personnel were called upon to assist in the surge of restructuring deals.

“A&O was different from the previous firms for whom I had worked,” he recalls. “The specialisations were more clearly defined and we worked within well managed structures. It was invaluable experience and I made lifelong friends there.”

In 1998, David left to join Credit Suisse as head of legal and compliance, and was heavily involved in some celebrated debt restructurings. He remained until 2003, when the Aqua business – which by then had expanded to several restaurants in Hong Kong – required his full-time attention. He has not looked back for one day.

For a long time, until the business became too big, David was his own in-house lawyer, establishing the legal structures, managing negotiations, drafting the contracts and dealing with the many intellectual property issues. Fluent in Cantonese and Mandarin, David also led the discussions with authorities in China and Hong Kong.

The attention to detail drilled into him as a lawyer also helped him to keep his focus on the business. “Restaurants can be glamorous – and should be – but the business behind them is anything but,” he says. “I knew from the outset that a successful business would depend on solid legal foundations.

“Many restaurants fail because they are not right for that particular market, but quite a few also collapse because the owners don’t pay enough attention to the business basics.”

Running a successful law firm and managing a successful restaurant – or, in his case, group of restaurants – depends on one core principle: ensuring that the service is what the clients expect. David says: “Just like practising law, you have to see it from the clients’ or customers’ perspective.”

In the case of the restaurants, David is clear that what customers most want is to feel good about the food, the environment and the service. “We call it ‘lifestyle’ dining,” he explains. “What I hope to achieve in our restaurants is that they become an extension of our kitchen at home. It is like inviting people into our home for superb dining.”

David is at pains to ensure that each of the restaurants is the ideal size – large enough to create a buzz, but small enough to make



David Yeo

Founder, Aqua restaurant group

A&O: 1997-1998

Lawyer-turned-restaurateur David Yeo has an eye for detail. Customers, after all, remember the little things. He applies this same attention to form, colour and contrast when he looks through the lens of his camera, his photography being another manifestation of the strong creative impulse that runs through everything he does.

▼ RED SAILS FOR THE FUN SET

The Aqua Luna junk ‘Cheung Po Tsai’ carries 80 guests on dinner cruises around Hong Kong harbour.



sure that people feel comfortable. He oversees the design of the restaurants and bars, conceptualising each project. “Customers don’t necessarily want ‘the best’ or ‘the most expensive’. They want a good experience at good value, and if they find it, they will come back for more. Repeat business is one of our key business principles.”

After opening several restaurants in Hong Kong, David set his sights on London. Beside being one of his favourite cities, he believed it was also perfect for his restaurant concepts. Lengthy negotiations ensued, particularly with the planning authorities, before the first Aqua restaurant opened in London in 2009, on the top floor of the building in Lower Regent Street that used to be Dickins & Jones.

In 2011, he established a joint venture in Hong Kong with Giorgio Armani, Armani/Aqua – the first co-branding in the restaurant business that Giorgio Armani has done in more than 20 years.

AIMING HIGH

David sought out venues that offered diners superb views and soon acquired a reputation for offering the best ‘sky-high’ restaurants. In 2005, Aqua Roma in Hong Kong was named by Time magazine as the “best dining in the world with a view”.





▶ WHY AQUA?

When David and his business partner were looking for a name for their new venture, they asked themselves what was basic to cooking and came up with fire and water. Since both of them liked the sea and diving, they plumped for a name that meant 'water'.

As for the logo, the 'q' in the name is based on the Egyptian hieroglyphic 'ankh', which symbolises life. So, in short, the name and the logo are meant, David says, to convey the idea that "where there's water, there's life".

www.aquashard.co.uk

aqua

That was one reason why David was approached to pitch for space in The Shard in London, Europe's tallest building. He won the pitch and indeed has two of his restaurants in the building – Hutong, which opened first, and Aqua Shard.

The two restaurants have proved to be a great success. Hutong, after being open for only three months, was voted among the top 100 restaurants in the UK. Demand to dine at Aqua Shard has been overwhelming. David now employs 11 people in reservations to field the 10,000 calls a week from people wanting to book for a meal.

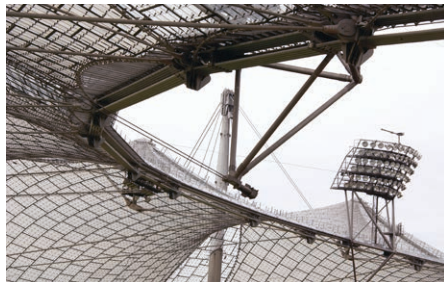
The location – on the 31st floor – is proving a huge draw, but David knows that diners are looking for more than stunning views. "I make sure our staff pay special attention to our guests, and if possible get to know them, what they like and throw in little extras, such as complimentary drinks or snacks.

"It's the little things that help customers really remember their dining experience with us." ●

▲ SUSHI WITH A DIFFERENCE

Superb Japanese cuisine and equally superb views over London at the Aqua Kyoto restaurant.





Celebrating 20 years in Germany

In just 20 years, A&O has become the tenth-largest law firm in Germany by revenues, with a string of awards. Now, the goal is to be the top in its chosen practice areas.

The development of A&O's German practice since it opened in 1994 is impressive, and all the more so when viewed in the context of a legal services market that has changed significantly in the past quarter century.

Before 1990, the legal market in Germany was not just closed to foreign law firms; domestic law firms operated under heavy restrictions as well. Lawyers, in principle, could practise only within their own local court district, and law firms could not merge with others in different cities.

It took a landmark decision that year by the constitutional court to remove some of these barriers.

However, more than the opening of the legal market, it was the fall of the Berlin Wall in 1989 that generated huge interest among law firms. The collapse of communism offered huge potential with the prospect of the reunification of East and West Germany and also opportunities farther afield in Central and Eastern Europe.

The combination of these major changes prompted A&O to open a small

office in Frankfurt on 1 June 1994. Partner Carl Sheldon was sent to open the office, assisted by associate Tim Arnheim, a trainee, and Barbara Helm as office manager. As was the firm's policy at the time, the Frankfurt office offered English law only.

Despite this limitation, Carl felt that the office could still offer a profitable service, serving principally the firm's German-based financial services clients. Among these were Deutsche Bank, WestLB, Commerzbank and Dresdner Bank. It was Deutsche Bank which the firm represented in what Carl calls the "breakthrough deal" for the office: the financing of the build-out of the E-Plus mobile network. "That deal put us in front of a lot of clients," he recalls. "We then followed the German banks into cross-border work."

The lack of German law capability was addressed with the hiring of a number of German lawyers, among them Peter Stenz, Peter Hein, Johannes Bruski and Neil Weiland, now the German senior partner, over the course of the next few years.

The Frankfurt office continued to expand steadily. By the end of the century, the office comprised some 50 people, including

partners, associates and support staff. Yet, within three years, it was three times that size. This was due in large part to the absorption of a team from Schilling, Zutt & Anschutz headed by Arndt Overlack, who joined in 2000.

The recruitment of the Schilling team was important, not just because it increased the size of the office but also because it enabled the firm to offer a significant corporate capability, to add to the Banking and Capital Markets practices. Other practice areas that were brought in by the Schilling team included environmental law, public law, labour law, litigation and antitrust.

An adjunct office to Frankfurt was opened in Mannheim, mostly for the convenience of holding meetings with clients; no lawyers were permanently based there.

As the number of German lawyers continued to grow, the nature and complexion of the office slowly transformed with it. Cathy Bell-Walker, a German speaker who had spent some time in the Frankfurt office as a trainee, an associate and a partner, watched the process. As she explains: "There was a fundamental shift when the office ►



went from being dominated by English lawyers to the point where the German lawyers were in the majority, even though the transition was gradual and therefore not disruptive.

“Meetings started to be conducted in German, rather than English, for example. That was a good development, and conformed to our idea of creating strong local offices within the global A&O network.”

In 2001, the German practice broadened, as a second office was opened in Hamburg. The opportunity arose following an approach by three lawyers from White & Case Feddersen: Cornelius Fischer-Zernin, Helge Schäfer and Mark Hoenike. Not only did the team have an excellent reputation, but its members also brought with them sectoral expertise in telecoms and energy.

Reach and rewards

By early 2005, the German practice comprised 31 partners, a further 129 fee earners and 183 support staff.

Further offices were opened in the following years: Mannheim in 2007, with a particular focus on intellectual property law; Düsseldorf in 2008, as a major city in Germany’s commercial heartland; and Munich, also in 2008, to be close to a number of the firm’s key clients.

SIGNS OF CHANGE:

What started as an English law office in Frankfurt evolved into today’s German law practice.

The firm embarked on a further major expansion in 2009/10 by moving into other practice areas, including insurance and fund management law, employment and litigation. This helped make Germany the second-largest operation in the firm after London.

With Germany’s key small and medium-sized enterprises (SMEs), the so-called Mittelstand companies, increasingly looking to invest overseas, that segment of the market is becoming more important to the firm. These Mittelstand companies offer high-quality manufacturing capability and have the resources to invest, which is proving to be a winning combination.

By 2014, the A&O practice in Germany comprised 49 partners, 18 counsel, two of counsel, about 220 lawyers and 200 support staff. Key clients included, among others, Deutsche Bank, UniCredit, Colfax, Schaeffler, Elster, Lufthansa and Deutsche Annington.

With the increase in size, and the coverage of the German practice throughout Germany, came some top accolades. In 2011, A&O won top honours in the ‘Banking and Finance’ category at the annual JUVE Awards. The following year, A&O went one better when it won the coveted award ‘JUVE Law Firm of the Year’. The firm is noticed more widely, and media citations have increased by some 80% over the past couple of years.



Highlight interviews

Senior partner Neil Weiland notes that the strategic objective of the firm's growth in Germany, coupled with judicious recruitment of lateral hires, has been to ensure that the firm can offer a comprehensive service to its corporate and financial services clients. The agreed strategy is to be a top or leading firm in all areas of practice, says Neil, who was honoured as 'Managing Partner of the Year 2013' at the PMN Management Awards.

Thomas Ueber, who took over as managing partner earlier this year, agrees that the strategy will be to continue to grow organically with selective lateral hires. Thomas, himself a lateral hire, notes that the firm's lateral hires have been very successful in building up or strengthening their practice areas. Most of them brought high-profile clients with them and managed to cross-refer the relationships even to other practices or jurisdictions.

What of the future? A&O has carved out an impressive practice in the large German legal services environment, forging a path that differentiates the firm from its principal competitors. That drive to succeed and be the best will, without doubt, continue for the next 20 years, and beyond. ●

SERVING THE MIDDLE MARKET:
In Düsseldorf and elsewhere, so-called Mittelstand companies are a key market for A&O.



Neil Weiland
Senior Partner, Germany
(2004-2007, 2010-Present)
A&O: 1998-Present

"We are a strong German firm with English genes. We are all engaged in the same overriding task, to deliver the best advice in the most efficient way to clients, representing them to the best of our ability. That is the same whatever our backgrounds and cultures. We owe a debt of gratitude to those who came before us, laid the foundations of a strong firm and created such a strong platform for the future."



Thomas Ueber
Managing Partner, Germany
(2014-Present)
A&O: 2011-Present

"I am very confident that we will continue on our path of growth. What makes us stand out is the enthusiasm of our people and, more importantly, our drive to do better. As we compete to recruit the best graduates and laterals, that desire to be the best is a strong calling card. And that enthusiasm carries through to our alumni, with whom we wish to maintain excellent contacts."



Stephen Denyer
Head of City and International,
The Law Society
A&O: 1980-2014
Managing Partner, Germany (1997-2002)

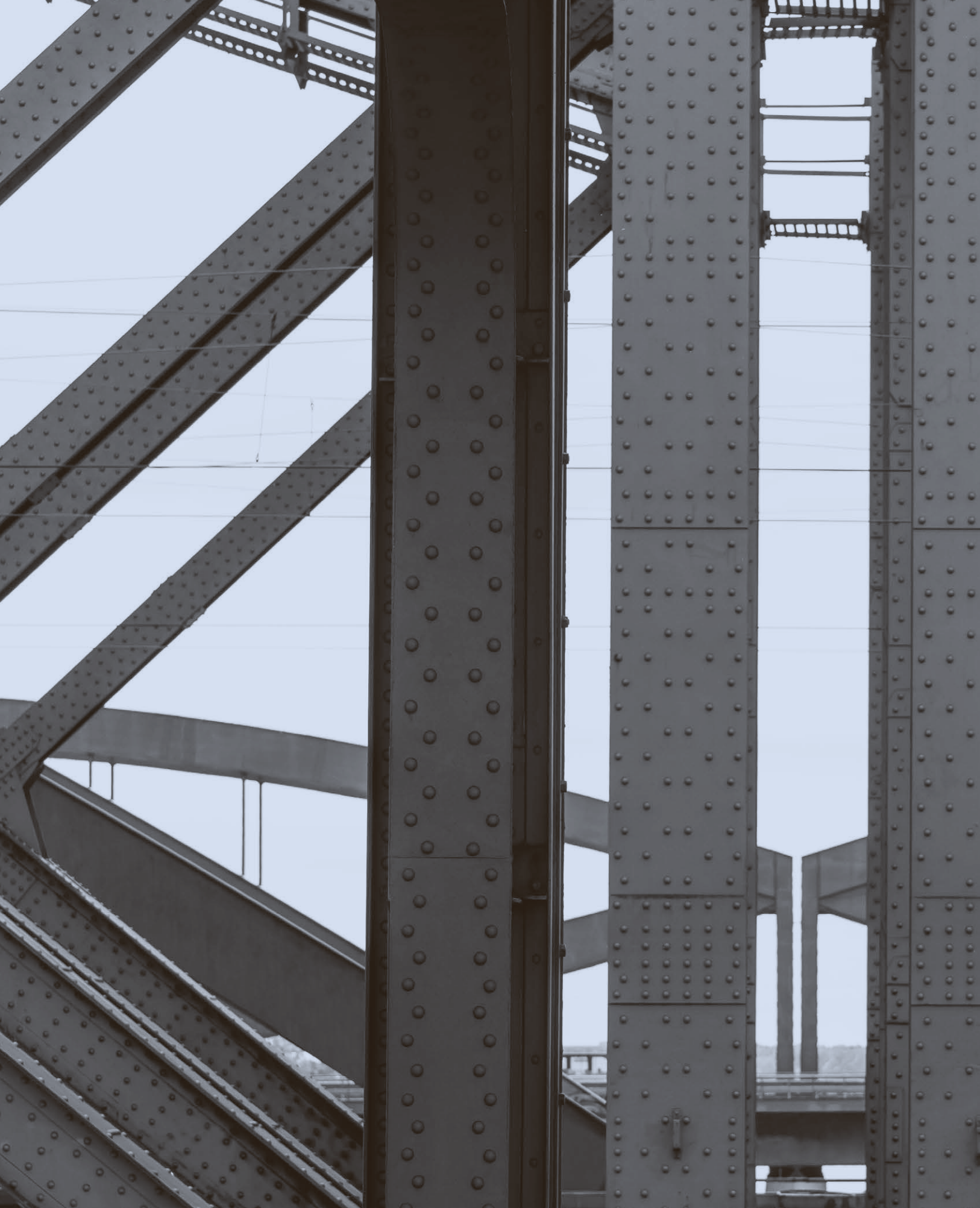
"In the late 1990s, we explored the possibility of a merger with one or two top German firms, but nothing came of them. However, we soon realised that it would suit us better to grow our own practice organically, supported by lateral hires. That strategy has been completely vindicated, as the firm grew to become regarded as one of the top six in Germany."



Carl Sheldon
Chairman, TAQA Africa
A&O: 1983-1985, 1989-2008
Partner, Frankfurt (1994-1997)

"Frankfurt was important in the history of A&O for three reasons. Firstly, it was the first stand-alone office in a major European city. Secondly, it was an excellent market in which to demonstrate the value of the so-called Anglo-Saxon transactional model, ie risks apportioned by draftsmanship with documents in English tailored to individual transactions that businessmen could readily understand. Thirdly, the Frankfurt office demonstrated the need to offer local law as well as English law.

"There were sound commercial reasons for not immediately practising German law – even if the partnership had permitted it – because we had to tread carefully in our relationships with local German firms. However, it soon became apparent that not practising German law was holding us back."



Building bridges

Development banks are the world's financial emergency service: they back the dams, roads, gas pipelines, water projects, wind farms and other socially important projects beyond the scope of commercial banks. And in their midst are A&O alumni.

While the names and logos of the big commercial banks light up the night skies worldwide, other important members of the global financial system work quietly and tirelessly in their shadow. These are the world's development banks. Almost every country and many global organisations have one of their own to support projects considered important but which, for myriad reasons, may not meet the business and risk criteria of the commercial financiers. Development banks act for both the lender – the countries or organisations behind the bank – and the borrower, which is often a related organisation. Their hallmark is providing money when no one else will and establishing frameworks so that commercial banks can eventually take on the financial burden with greater peace of mind.

It comes as no surprise to find A&O alumni working at the heart of this fascinating, worthwhile and personally rewarding work. Why did they choose development banking and what keeps them there? Five of our alumni shared their thoughts.

"You can end up developing law as you go along."

Hanna Karczewska



Hanna Karczewska

**Head of Baltic Sea Region Division,
European Investment Bank (EIB)**

A&O: 1996-2003

Why did you leave private practice?

I very much enjoyed my time at A&O and was doing fascinating work. However, after seven or eight years I began to think about new challenges. I had already been advising the EIB, an A&O client, for two years when they approached me just before Poland's accession to the EU in 2004 and asked if I would like to be their legal counsel for Poland. I loved the idea of working in the international community and happily accepted the job.

Why development financing, rather than commercial banking?:

It was really the nature of the job which appealed most. While in-house lawyers at commercial banks work behind the scenes, at the EIB I run transactions which I very much enjoy. I also could see the constructive work the EIB was doing in Poland and wanted to be part of that.

What sets your institution apart from a commercial bank?

The EIB lends to the banking sector which

was crucial during the banking crisis. The EIB was strengthened by an additional EUR10 billion cash injection in 2012 to increase its lending capacity. However, the EIB's loans always come with a condition, such as that the capital be passed on as loans to small and medium enterprises (SMEs) which otherwise could not access the EIB's loans.

The EIB also introduced the 'Jobs For Youths' initiative offering cheaper financing to banks provided they target small enterprises which employ young people. We also do huge deals; most of the highways in Europe were financed by the EIB.

What difficulties do developing countries pose?

They are challenges, rather than difficulties. When you are working with unsophisticated clients in a country where the legal framework is undeveloped, you can end up developing law as you go along. You have to negotiate for the EIB while also ensuring that the client has a fair deal. It is very rewarding.

Your proudest achievement to date?

This was actually while I was working for A&O! I was negotiating entry into the Polish financial markets for the EIB as an issuer. In the late '90s, the fees for trading bonds were prohibitively high. After a meeting between the EIB and the head of the stock exchange, the fees were reduced to comparable market standards, opening up the market in Poland for trading bonds. I later advised on the first commercial bond issue to be listed on the Warsaw stock exchange. It was very exciting to be there when things were happening for the first time. ●



Harry Boyd-Carpenter

Counsel, European Bank for Reconstruction and Development (EBRD)

A&O: 1997-2001

“It took four years to build support in Mongolia for renewable energy.”

Harry Boyd-Carpenter



Why did you leave private practice?

When I went to work for the European Agency for Reconstruction (EAR) in Kosovo, I had done a large deal based in Croatia and fell in love with the Balkans. I saw the job advert and wanted an adventure, so I applied. It was a great experience but not one I could reconcile with a family and I missed the quality of work at A&O, so I came back to the Projects group.

After three years a job came up with EBRD, which was then a client of mine. It seemed to combine commercial transactions with my interest in development. I spoke to Jonathan Brayne and he pointed out that it was the second time I had thought about leaving to join an entity with the words ‘European’ and ‘Reconstruction’ in its name. It was obviously work to which I was strongly attracted.

I wouldn’t say, however, that my work was more idealistic than that carried out by lawyers at A&O. The people I worked for and with really showed me the impact you can have doing challenging deals with integrity and excellence, especially in emerging markets.

Why development financing, rather than commercial banking?

It never crossed my mind to work for a commercial bank. I wanted a range of challenges that were not just commercial but also addressed how to help systematic development in our countries of operation.

What sets your institution apart from a commercial bank?

We can spend four or five years working with governmental authorities to reform a regulatory framework, long before a transaction begins. Commercial banks could not take that time. A great example is the financing of a wind farm in Mongolia we did in 2012. It took four years to establish the right regulatory structure and build support in Mongolia for renewable energy. Then we invested USD45 million into the project – and it’s now up and running.

In addition we can cope with a level of political risk because of our shareholding structure and mandate. That means we can make long-term commitments even in countries where commercial banks are unwilling to invest.



What difficulties do developing countries pose?
 There is often a high level of political pressure or sensitivity which can make it difficult to do anything long term. Where a government is unstable, any project or policy reform that requires difficult decisions in the short term is challenging as the government will not necessarily have the mandate to see it through. Local civil servants, while often good people trying to do the right thing, are frequently underpaid and overwhelmed.

Specifically in my area, which is energy, we try to do everything with an eye to climate change. This often means, however, trying to make people pay more for their power because of environmental concerns that can seem far off. That is a very difficult sell in challenging economic conditions.

Your proudest achievement to date?
 Probably the Mongolian wind farm. It is a first in so many ways and a great project, both practically and symbolically, in a beautiful country which I really came to love. It also sums up what I like about EBRD: the opportunity to combine policy dialogue with commercial deals. ●



Catherine Jones Hein
 General Counsel, Financing
 for Development Corp
 A&O: 2002-2006

Why did you leave private practice?
 I was always interested in international development, which was a big reason why I was drawn to A&O and particularly the Banking/Projects group. When I got the opportunity to work in the Office of the General Counsel at the U.S. Agency for International Development (USAID), supporting its credit and economic development programmes, it was a great way to apply my private sector experience in something I felt passionate about.

Why development financing, rather than commercial banking?
 The end goals are different. In a development agency or a not-for-profit, the objective is to figure out ways to support development, such as how to build more schools, avoid running out of health supplies and help small businesses succeed. While access to capital is clearly a key factor in economic development, a commercial bank's primary motivation obviously cannot be about improving lives. I think that it is really interesting to work on aligning the private and public sector interests, to make development really sustainable.

What sets your institution apart from a commercial bank?
 Financing for Development Corporation is a not-for-profit organisation which facilitates innovative financing and private-public partnerships in order to increase the efficiency of international development aid. As an example, through its Pledge Guarantee for Health programme we issue guarantees in order to help developing countries procure necessary health commodities.

What difficulties do developing countries pose?
 There seems to be greater reluctance to take risk on something new or different.

Your proudest achievement to date?
 For me, the best part of this field is seeing the results. Whether it is meeting a coffee processor in Rwanda who was able to get a loan to rebuild and scale up his business to eventually start selling to Starbucks or working on an infrastructure project for a ferry and water treatment system for an isolated island in Uganda, seeing the impact of your work is very rewarding. ●

"I think that it is really interesting to work on aligning the private and public sector interests, to make development really sustainable."

Catherine Jones Hein





Philip Daltrop

Deputy General Counsel, Asian Development Bank (ADB)

A&O: 1988-1990

“Broader policy issues like the environment, resettlement of affected people, and gender are important, and have to be safeguarded.”

Philip Daltrop

Why did you leave private practice?

I had fabulous training and legal education as a trainee and young solicitor at A&O. However, I gradually realised that I was more interested in the public policy issues and what the transactions were for, rather than the purely legal aspects of the deal and the documents. I left A&O for the first time to join the UK Foreign Office, shortly after working as Philip Wood and Roger Davies’ assistant on the Channel Tunnel transaction – an amazing experience.

Having rejoined the firm to help open the Tokyo office, I decided in 1990 to stay in Asia to work in-house at a development bank. Working for a development bank means spending years working with the borrower before and after the transaction closes, as opposed to doing the deal and walking away. You end up working for all parties, so you have to make



sure the transaction works for everyone. Broader policy issues like the environment, resettlement of affected people, and gender are important, and have to be safeguarded.

Why development financing, rather than commercial banking?

I never looked for work at a commercial bank. The thrill of the transaction and closing was never the most interesting part for me. I wanted to be working in developing countries and, most particularly, in Asia.

What sets your institution apart from a commercial bank?

We help countries with no or limited access to commercial credit, such as post-USSR states, or countries emerging from political and economic isolation such as China in the ’80s, Vietnam in the ’90s and Myanmar recently. We also help commercial financiers when

they need credit or political risk support in the form of guarantees or co-financing. Finally, we work in sectors with uncertain revenue flows but strong social benefits such as education, health and water supply.

What difficulties do developing countries pose?

Weak governmental institutions, lack of clarity of legal systems, delays, financing shortfalls, lack of skills and corruption.

Your proudest achievement to date?

There are many, including providing emergency support to Indonesia and others for recovery after the Asian tsunami in 2006; working on (only partly successful) international efforts to combat corruption in international projects; and designing the first local currency bond issues by foreign issuers in Korea and Taiwan. ●



Justin Pavry

Senior Counsel, CDC Group

A&O: 2000-2008

Why did you leave private practice?

While at A&O I had been working for IFC (the private arm of the World Bank Group) as external counsel on carbon purchase and sale contracts in the developing world. The team at IFC was using IFC's AAA rating to get a higher price for credits from the developing world than those producers could have achieved on their own, for only a small profit to themselves. The opportunity then arose to work for IFC in Washington, D.C. on carbon and renewable project finance deals. I now do the same at CDC in London focusing on Africa and South Asia.

Why development financing, rather than commercial banking?

Development finance institutions (DFIs) can take more risks and try to get capital into the places and projects where commercial banks do not yet feel comfortable. That tends to mean you are helping the people who need it most.

What sets your institution apart from a commercial bank?

I work mainly on the debt side. We share risk with commercial banks to help them extend types or volumes of loans they would not otherwise do. Direct lending to projects is also a core part of what we and other DFIs offer. An example is working with a syndicate of DFIs and commercial banks to finance a much-needed gas-fired power station in Nigeria.

"I am proud to be working in a sector and for an institution that is trying to make a real difference."

Justin Pavry

What difficulties do developing countries pose?

As well as working in tricky legal jurisdictions, environmental and social (E&S) issues often also come to the fore on these projects where a country's legislation may not meet the standards expected by the lender group. Working closely with the E&S specialists to understand issues is therefore a key part of the in-house lawyers' broader job to protect an institution's reputation. The same goes for corruption. More positively, the challenge is helping borrowers to see the benefits for their businesses in addressing these risks head-on.

Your proudest achievement to date?

Sustainable development has been something I have cared about a lot for a long time. For me, therefore, closing the financing of the largest wind farm in Mexico and Turkey or working as part of the syndicate that got the Bujagali hydro project in Uganda (a renewable project that actually reduced end user power prices) over the finish line rank highly.

But really I am proud (and very lucky) to be working in a sector and for an institution that is trying to make a real difference. If you care about the world's poor, economic development is, in my view, the best way to make a lasting difference. ●

Proving the point

Peerpoint provides experienced, high-calibre lawyers with the opportunity to do top-quality work for A&O on a consultancy basis with the flexibility to accommodate other commitments in their lives. Peerpoint offers the exciting possibility of alternatives to traditional career paths.



During its first year of operation, Peerpoint has offered excellent value for clients, for the firm and for consultants. As clients look to their law firms to provide ‘more for less’ but continued coordination, they benefit from having Peerpoint consultants brought in on individual projects or deals to augment the A&O teams at peak times.

Peerpoint offers opportunities for lawyers to work on longer-term assignments on client placements. These are often full-time, or nearly full-time, but consultants decide which clients and roles they take on, and whether to take breaks between engagements.

Tamsin May
Peerpoint consultant
A&O: 1998-2009

Tamsin is a champion of Peerpoint, and for good reason. Working as a consultant gives the mother-of-three her all-important work-life balance. She can choose when and how to work, based on home commitments, and when to go sailing with her children.

Peerpoint was officially started in November 2013, but the precedent for having A&O consultants working on a freelance basis started a few years before that, and specifically with one person: Elizabeth Borthwick. Tamsin May, one of the first Peerpoint consultants, says that the precedent set by Beth paved the way for others to follow: “Beth showed that a legal consulting role could work and work well.”

Tamsin joined as a trainee in 1998, qualified into Banking in 2000 and, after two periods of time on maternity leave, left the firm when pregnant with her third child in 2009. After spending time as a full-time mother, Tamsin started consultancy work for Global Loans in January 2013, initially called



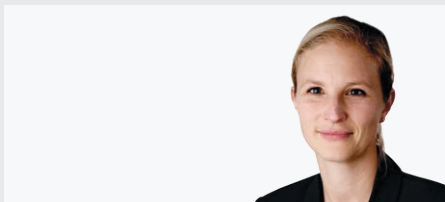
upon to assist with 'behind the scenes' drafting of deal documentation and more recently managing deals from start to finish just as she had as a senior associate.

In September 2014, at the instigation of partner Trevor Borthwick, she went on a secondment to Lloyds Bank (which had the added innovation of allowing her to job share with another Peerpoint consultant, Sarah Cantwell).

Tamsin cannot emphasise enough how much the Peerpoint consultancy arrangement suits her: "The crux is the control and predictability. I choose when I work, how I work and on deals that suit my home commitments. For example, I am able to take August off to spend time with my children on the Isle of Wight.

"That does not mean I don't work hard. I do whatever is necessary to get the job done."

Tamsin's consultancy is underpinned by trust, which, as Katharine points out, is critical to the success of the arrangement. For Tamsin, that comes easily – she knows the partners and the group well, having stayed in contact with them regularly: "It certainly helps that I am A&O indoctrinated, know the processes well and get on well with everyone."



Katharine Aldridge

Peerpoint consultant

A&O: 2001-2013

Katharine Aldridge trained with A&O and joined the Real Estate department on qualification in 2003. She was attracted by the mix of pure property deals and transactional work, as well as by the friendliness of the people within the department.

The relationships that Katharine had developed with her real estate colleagues over the years were an important reason why she signed up to become a Peerpoint consultant earlier this year. Katharine was taken on to assist on real estate transactions.

With three young children, her time is at a premium, but Katharine is pleased that Peerpoint has given her the chance to pick up her career. "The arrangement has worked very well so far, in large part because of the attitude and understanding of the partners, who trust me to deliver on the work."

Amit Sharma

Peerpoint consultant

A&O: 2001-2005

Amit Sharma, who has been a Peerpoint consultant since May 2014, is currently on a year-long placement with the leveraged finance department of Standard Chartered Bank (SCB), assisting both on the commercial side and with a legal dimension.

For Amit, becoming a Peerpoint consultant is a logical development in his career. It was Amit's suggestion that a client placement within an unspecified bank would work well for the client, for Peerpoint and A&O, and for him personally. Long-standing client SCB was looking for just such a person from A&O. Amit's extensive knowledge of banking, gained also from his experience working in-house with another large bank, his commercial track record and his legal skills, made him an excellent candidate.

Halfway through his one-year contract, Amit says the arrangement is working well. He has been integrated into the banking team and made to feel welcome in a multicultural, multinational environment. He is covering the emerging markets, with a focus on Africa.

He has flexibility in how and where he works, dividing his time between home, SCB's office near Moorgate and, from time to time, One Bishops Square. "The nature of my

role lends itself perfectly to having that flexibility," Amit says. "And with the help of technology I can work much more to my own timetable."



Caroline de Basto

Peerpoint consultant

A&O: 1998-2009

Caroline de Basto is a banking lawyer who signed up to Peerpoint in mid-2014. As a mother of three children who lives in Oxford, being a Peerpoint consultant allows her to be based at home, look after her children and work five days a week flexibly.

Caroline has done a mixture of work as a Peerpoint consultant. She helps with PSL research and support, she has advised on the banking elements of the new BPP course for trainees, and she has taken a lead role in transactional work, liaising with the client directly.

Caroline explains: "I am doing a variety of interesting and sometimes technically challenging work. It has been fairly constant, and sometimes very busy, but I am able to plan my days. I am making the most of the technology to work remotely but efficiently. And, perhaps best of all, I feel that Peerpoint is a very good way of keeping my hand in."

Interested?

Do you want to know more or are you interested in applying to be a Peerpoint consultant?

Go to www.peerpoint.com or contact the Peerpoint team at info@peerpoint.com or on +44 20 3088 6800.

All enquiries will remain confidential.

Opening doors to law

For more than a decade, A&O has led the way in broadening access to the legal world. The commitment of A&O and other firms to providing fair access to work experience is creating positive change across the profession.

What do you want to be when you grow up? Most 16- and 17-year-olds weighing up their career options will find this a challenging question. Many of them, especially if they are state educated or from a less-privileged home, may not be aware of the variety of careers open to them in the business world.

This is confirmed in the UK Government report 'Improving Social Mobility to Create a Fairer Society', which found that children from poorer backgrounds are far less likely to achieve their potential than children from better-off homes. Who a child's parents are appears to have a bigger impact on their future in the UK than in many other countries.

A&O alumnus Tobi Rufus put these findings into a personal context: "I remember as a student thinking that, because I was from

East London and state educated, attending university at Oxford wasn't for me. It wasn't until I spent time at Oxford through the Pathways to Law programme that I felt that I could do this, that I was good enough."

The programme that gave Tobi a chance is run by the Sutton Trust with the support of more than 30 law firms, including A&O. It was founded on the belief that young people should be able to carve out a successful career based on their skills and talent alone. A&O is committed to helping young people overcome the barriers that prevent them from reaching their full potential.

That commitment took a tangible form in 1999 when the firm led the way by introducing a schools programme: a multilayered approach to working with children from disadvantaged backgrounds at every stage

of their education and development, from primary school through to university.

Alumna Shankari Chandran was instrumental in setting up the schools programme. She cites partnerships with local education charities that enabled A&O to identify and try to address key challenges to the progress of less-privileged children through school to higher education and employment. "The earlier and the more sustained the intervention, the more effective it was," she said.

Since then, A&O has developed programmes that tackle inclusion on a number of fronts, not just diversity; programmes such as Artbeat and partnerships with the Brokerage Citylink, an independent charity.

The firm's work was recognised with the Best Social Mobility Strategy Award at the ►



◀ **TRUST CHAMPIONS**

David Morley, Guy Beringer and Jane Masey share a mission to make the legal world more accessible.

Association of Graduate Recruiters' conference in London in 2013. At the time of the award, David Morley observed that the breadth of universities targeted by A&O's graduate recruitment programme, plus the number of partnerships and initiatives the graduate recruitment team undertakes, were seen to deliver tangible results in the diversity of the trainee intake.

"It is how we follow our commitment to social mobility through to graduate recruitment that makes A&O stand out," he said.

"It's also a testament to the hard work put in by staff taking part in pro bono initiatives. Each year, more than 200 of our colleagues run workshops and act as mentors to students from less-privileged backgrounds. We couldn't win awards like this without their contribution."

Broader reach in 2014

A&O's flagship Smart Start Experience was set up to provide the high-quality work experience that will inspire students to consider

a career in the legal field. Many A&O people, past and current, have taken part in the workshops at the core of Smart Start which are designed to develop key employability skills and raise awareness and aspirations. Through this programme, the firm has reached more than 600 students since 2009.

In 2014, the firm relaunched Smart Start to target a wider group of young people, and reward those who put the most effort into their time at A&O. More than 300 applications were received from 270 schools – up from 40 schools in previous years – in 28 boroughs in London and its commuter belt.

In the end, 170 students were selected for a skills assessment day at A&O's London office, earning them a Certificate for Enterprise from City & Guilds, the internationally recognised vocational education business. The best 66 students went on to a full week of skills development and work experience at A&O – the first programme of its kind in the legal sector to be accredited by City & Guilds.

As Sue Wisbey from A&O's Pro Bono and Community Investment team explained, the Smart Start week is just the first step in what A&O provides: "After the summer, all students are offered continued support through Smarter Futures, our e-mentoring programme."

Mentoring is designed to help students with planning for life after sixth form. "This year can be a turning point for some students who find the confidence and self-belief to go on and achieve their ambitions," said Sue.

Bursaries opening doors

As in previous years, the firm will offer a GBP6,000 bursary to one or two outstanding students from the 2014 Smart Start cohort to help with the cost of university.

Emma Turnbull, pro bono and community affairs officer, said providing the bursaries is "an extremely rewarding part" of her role.

"Students who participate in Smart Start and Smarter Futures are full of determination and often know where they would like to



Emma Turnbull

Pro Bono and Community Officer, London

A&O: 1992-Present



Sue Wisbey

Pro Bono and Community Officer, London

A&O: 1984-Present





see themselves in three to five years' time," she said. "Some of the students we interview say their first thought of university is the financial cost. Or, it could be how to convince their parents that university is the right step for them, especially for those choosing to study outside London.

"Our bursaries often help to lessen these concerns for the young people, allowing them to focus on their futures. Bursaries really can open doors to learning."

These bursaries are awarded by the Allen & Overy London Grants Committee, which is funded by partners in A&O's London office. Since it was set up in 2006, the bursary scheme has awarded almost GBP100,000 to 16 students, including five Smart Start students, while they were at university.

The first bursary awarded through Smart Start was given to Quoc Tran, who joined the firm as a trainee in September 2014 (see page 51).

PRIME partnerships

A&O wants to ensure that more young people from disadvantaged backgrounds have access to work experience across the legal industry, not just at A&O.

As David Morley explained: "This is why the firm continues to invest in a wide range of programmes that tackle social mobility. ►

Hong Kong

The need to broaden access to top jobs reaches well beyond the UK. In Hong Kong, the rate of unemployment of young people is more than three times that of the general population. Young people from disadvantaged backgrounds face multiple barriers to entering the workforce.

A&O has partnered with Step UPI, a volunteering programme designed to help young people build their confidence and workplace skills. These are attributes needed by young people involved in Step UPI – many of whom dropped out of the education system due to lack of interest, financial pressures or life events beyond their control – to take a 'step up' into gainful, sustained employment.

As well as volunteering their time to train and coach young people in career skills through Step UPI, A&O staff in Hong Kong also volunteered to support the 2014 Hong Kong Inter-School Mock Trial Competition which gave students the unique opportunity to solve a case in a real-life situation. This year the mock trial event – held in conjunction with the University of Hong Kong and ARCH Community Outreach – centred on a murder case which featured a gallery owner suspected of selling forged artwork.



“It is how we follow our commitment to social mobility through to graduate recruitment that makes A&O stand out.”

David Morley



Jane Masey

Senior HR Manager, Madrid

A&O: 2002-Present

And it’s the reason A&O co-founded PRIME – an alliance of law firms and legal departments across the UK which have made a commitment to broaden access to the legal profession by providing fair access to work experience schemes.”

It is an ambition that appears to resonate across the industry; more than 80 law firms and legal departments across the UK have signed up to the commitment since its inception in 2011. PRIME is also recognised as a benchmark programme by the UK Government’s Commission for Social Mobility and Child Poverty.

Jane Masey, project leader for PRIME, said the impact of the PRIME commitment has grown, with the number of work experience placements increasing from 751 to 1,200 across the UK. An independent review of PRIME by the National Foundation for Educational Research found that participating firms were successfully targeting students who would not traditionally have had such an opportunity.

The report also found that students’ confidence in preparing a CV, presenting to others, being interviewed and networking had significantly increased over the course of their PRIME placement and that, in total, 96% of students were satisfied with their placement.

Toward social mobility

Former senior partner Guy Beringer, now chairman of the Legal Education Foundation, said the real challenge was to create more training contract jobs for young lawyers. This means, effectively, looking outside commercial firms (where the number of training contracts is dropping) to areas of social welfare law where there is unmet need.

This is why the Legal Education Foundation has introduced the Justice First Fellowship scheme. As Guy explained: “The new scheme provides training contracts to the committed social welfare lawyers of the future.”

The aim is for the fellowship scheme to be seen as a respected route to a career in this

important area of law, with Fellows going on to become leaders in their field and important advocates for access to justice and the rule of law.

Guy also suggested that the industry needed to think more creatively about the use of non-graduate entry to the profession via apprenticeship schemes. Part of the answer, he added, might be an element of wholly blind recruitment, in which firms agreed to take several trainees each year selected by an independent body.

Tell us what you think by joining the social mobility debate on the Alumni Network website. ●

Meet Quoc Tran

Quoc Tran, our first Smart Start bursary winner and now A&O trainee, offers his perspective on entering the legal profession.

What did you learn from participating in Smart Start back in 2010?

The Smart Start Experience taught me about some of the essential skills required to be a successful lawyer outside those that are taught in the classroom or through legal studies. For instance, I enjoyed taking part in networking, negotiation and presenting in front of an audience and actual clients of the firm – activities that I did not naturally get an opportunity to practise often (except perhaps in front of a mirror before an interview). So, it was the practical experiences taken away from Smart Start that really became extremely useful later.

What made you want to pursue a career in law?

It was only after Smart Start that I sought further work placements to see what a career in the legal profession had to offer. I found that a career in this area gives you an incredibly wide exposure to a number of industries and allows you to work with businesses of various shapes and sizes, meaning you are not restricted to concentrating solely on the law itself but also learning about commercial factors that drive a business.

The work law firms undertake is increasingly international and market driven. It is a very exciting time to be working in the legal industry, with the constant changes and forces pulling in many directions.

When it came to choosing a career, not only did the legal profession seem to sit well with my ambition for a career that was rewarding and presented challenges, but it was also about the opportunity to work alongside like-minded people in an industry that is constantly moving forward.

What advice would you give a 16-year-old student who is considering future career and study options?

My advice would be to keep an open mind and try to absorb as many experiences as you can as early as possible. The legal market is competitive and the more opportunities you take at this stage, the better the position you will be in when it comes to securing a job.

Be prepared to deal with rejection. It is part and parcel of building up your resilience and inspiring you to improve and reach your potential. Finally, remain focused on your studies and proactively look out for opportunities to broaden your skill sets and talk to as many professionals as you can. Rest assured that, with hard work and motivation, you will be able to achieve your desired goals, which may not be so obvious at the early stages of your career.

Quoc Tran

Trainee, London

A&O: 2014-Present

Playing football for his university law society and local league were good preparation for law, which Quoc expects will “keep me on my toes for many years to come”.



IN AT THE DEEP END

Relatively few lawyers would see themselves as entrepreneurs. So what kind of commercial skills does it require to take a legal brand such as A&O across the world and into challenging emerging markets?

A &O's Istanbul practice – which recently moved into permanent premises after spending over two years in 'temporary' serviced offices – is a little out of the ordinary.

The new office space is shared, in segregated areas, by A&O's associated firm, Gedik & Eraksoy, and A&O lawyers drawn from across A&O's European and Middle Eastern network who have moved here to work for international clients targeting this dynamic marketplace. Jointly, the teams provide Turkish and non-Turkish law advice to international businesses looking to invest into or out of Turkey.

The association arrangement may not be A&O's usual structure. But this different approach has been adopted solely to provide the services that clients require. It is a clear reminder that the firm needs to keep testing new ideas whenever it contemplates opening in new markets. This is pioneering work: different markets, different models.

A&O has been very busy on that front in recent years. The firm now has the largest international network of any of the global elite law firms, with 46 offices in 32 countries. The last five or six years have been a time of particularly rapid growth as the firm has pursued a deliberate strategy of investing, against the economic cycle, in its network. A total of 15 offices have been added to the global network since David Morley and Wim Dejonghe became, respectively, senior and managing partner of the firm.

But what are the entrepreneurial challenges that lie behind this policy of rapid expansion, focused on relatively uncharted emerging markets such as Morocco, Indonesia, Myanmar, Vietnam and Turkey?

And who are the people, on the ground, who come up with the ideas for new office openings, have the job of convincing the partnership that it is the right thing to do and the courage to go off and turn that vision into reality?

A FRAMEWORK

Helen Sheeran, A&O's group chief financial officer, says there is no single template or formula.

"What we do have is a framework that provides us with standards and a system of governance. It's like building a house. You might use some of the same beams, frames and trusses, but in different configurations to meet differing needs," she says.

Each market presents different challenges and the economics of any office, established or new, are hard to predict and susceptible to unexpected change. The U.S. Federal Reserve System's decision to taper its domestic bond-buying programme last year threw Asian markets into temporary turmoil, for example – and that had a direct impact on levels of business flowing through A&O's new Vietnam office. It even depressed some activity in Turkey.

Ideally a new office will break even – and, at best, make a profit – within a reasonably quick time. But the measure of an individual office's value is much broader than that, Helen explains: "You have to look long term when expanding the network and be driven, primarily, by a desire to serve your clients better, wherever they choose to operate and need your support."

One office may be highly profitable almost from the off; another may be in a position to attract a high amount of mergers and acquisition work to the wider firm; still another might give A&O the opportunity to recruit dual-qualified lawyers more efficiently. "In the end it's not about what individual offices earn as stand-alone units; it's about making returns for the group as a whole."

Charles Lindsay – who, as head of A&O's Turkey Interest Group, proposed opening in Istanbul and now runs the operation there – puts it another way: "It's not like a retail or a restaurant franchise where you go and implant a tried and tested model with the sole purpose of turning a profit in a set amount of time. Many offices have an additional wider strategic role and the economics are therefore different."

The focus is also different from office to office. Tokyo is a case in point: there it is all about the huge benefit it brings to the rest of the firm, particularly in serving outbound Japanese clients in markets across Asia, Europe and the U.S.

Simon Black has played a key role in building and developing the Tokyo office and opened the Shanghai office in 2002. He notes that the business model for both has had to be rewritten several times.

Shanghai, for example, was set up at a time when foreign direct investment into China was exploding. But then the financial crisis brought that to a juddering halt. With insufficient



Simon Black
 Managing Partner, Japan
 A&O: 1992-Present



Helen Sheeran
 Group Chief Financial Officer, London
 A&O: 1998-Present



Charles Lindsay
 Managing Partner, Turkey
 A&O: 1992-Present

domestic restructuring work to take up the slack, the office had to go through a painful rationalisation only six years after set-up.

“The unpredictability of the market meant that, as partners, we were almost having to rewrite the business plan every year and it took a great deal of determination and entrepreneurial skill to stabilise the office and rebuild it,” he says.

Now the focus is on supporting Chinese clients looking to invest overseas, but that has called for a different mix of skills among the partners and associates in Shanghai, with an accent on more senior lawyers, preferably Chinese-speaking.

TESTING THE GROUND

Simon Makinson, now in his 26th year of working in Asia, has led A&O’s expansion into three diverse and very tough markets: Thailand, Vietnam and Myanmar. “You might call me Mr Difficult Jurisdictions,” he says.

Myanmar encapsulated some of the challenges in emerging markets. “When we went into the country in 2012, it was really about trying to find a way to better understand how things work in Myanmar, how the legal system operates and how it interacts with key ministries that will be important to our clients,” he says. Specific client work led to the decision to establish an office and, in the interim, a senior lawyer was seconded to a local law firm to work with clients, provide training and gather further insights.

But the key to establishing a presence there was about building ties with the local judiciary and important government departments, such as the ministries of National Planning and

Electric Power, and offering training and advice on how to rebuild the legal system. A&O has helped the Supreme Court by reviewing its draft Arbitration Act, for instance, and provided training modules to the Attorney General’s office on such things as joint ventures, M&A, investment treaties and project financing. Courses have been run at two universities, and more are scheduled for later in the year.

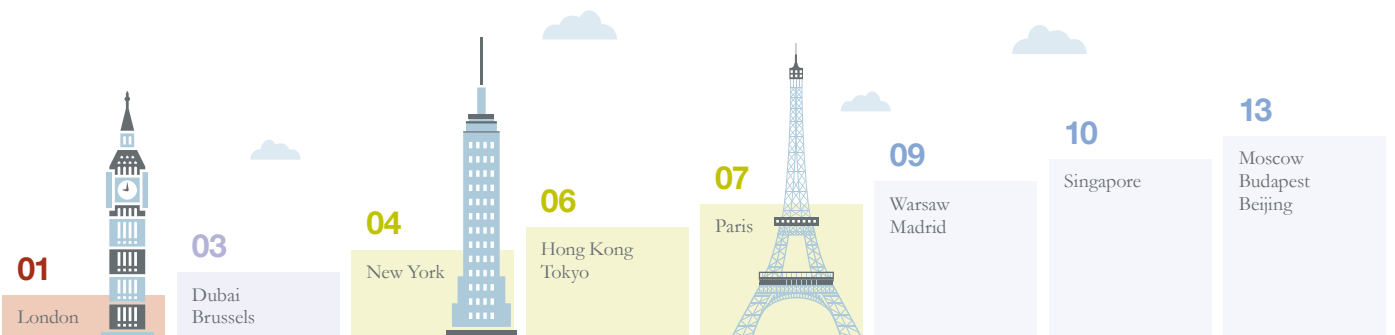
“There is a thirst for knowledge in Myanmar, but they are not sure what they want or need. So we took the decision to engage with key ministries and legal bodies that would be of interest to our clients and in areas where we could be of some help.”

Progress on restoring the legal system has been relatively slow and much hangs on the 2015 national elections and what sort of democratic government emerges from the process. Clients looking for a ‘cut and dried’ system of laws may still fight shy of the considerable risks in investing here, says Simon.

“While different economies do throw up different issues, some of the general principles of what to look out for in developing economies are actually quite similar. And clients used to investing in these countries instinctively understand it is difficult. What they want from us is to know where those difficulties lie and to get our help in managing the risks.”

SELLING THE PROPOSITION

For many of the partners who have been involved in opening new offices, a big part of the job is selling the proposition to the partnership. ▶





Simon Makinson

Chairman ASEAN group
Partner, Myanmar

A&O: 1982-1987, 1998-Present



François Duquette

Managing Partner, Canada

A&O: 2007-Present

As François Duquette, the partner who helped open up in Abu Dhabi, spearheaded the opening of the Casablanca office and is now launching a representative office in Toronto in his native Canada, puts it: “Law firms have a much lower tolerance for taking financial risk. After all, it’s the partners’ money you are investing. It’s very different to a corporation where the attitude to taking calculated commercial risks might be more relaxed.”

Often, it is a question of timing. Discussion of the Casablanca investment straddled a time of massive change, globally and regionally. Ahead of the financial crisis, the focus was on booming Western markets; convincing partners that Morocco could emerge as a relatively stable hub for serving both North and sub-Saharan Africa was a ‘hard sell’, although attitudes changed following the so-called Arab Spring and now many more people see the Africa investment story as real rather than hype.

The idea for Casablanca was to develop a relatively conservative business plan that could demonstrate ‘mathematically’ that the operation would be contributing to the network within a year, or soon after. It was a brownfield development, involved taking a ready-made team to Morocco to develop

and build on client work already in the pipeline, and costs were kept under very tight control.

François worked closely on the plan with Helen and with a retired partner, Chris Roberts, who set up A&O’s Tokyo office and helped establish Moscow and Istanbul. “In the end we convinced the partnership, I think, because it was a very low risk plan which we worked very hard to develop. The secret, I’ve found, is to plan, plan, plan and then overplan – and to remain very alert to any unexpected variations.”

Helen says each opening is a strategic decision for the entire partnership to invest and take measured risks. She believes reputational and financial risks weigh equally heavily on the minds of partners when they come to give the green light.

“It’s all about innovating in a conservative environment, where a serious threat to our reputation is the biggest risk we face. If a consumer products company opens in a new market, makes a mess of it and pulls out, it will probably be forgotten in a relatively short time and not impact its wider global market. If we do the same, it could damage our global reputation permanently,” she says.

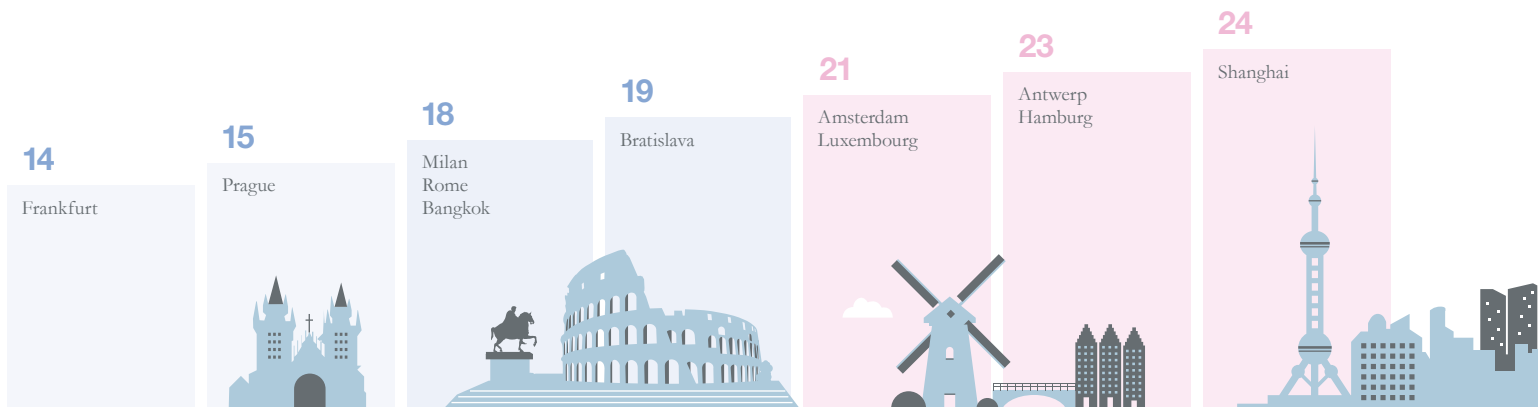
GO FOR IT!

This is frontier work, and though the partners are too modest to say, you quickly feel the sense of adventure that lies behind the work they have done.

As Helen puts it: “It’s really about having a vision, without necessarily having all the detail or all the answers to hand, and then having the courage to make it work.



* Associated office
** Representative office



“To be successful, you need to be solution-focused, a problem solver. And you need to be able to think creatively, without the constraints of ‘we do it this way’, while keeping in mind the firm’s values and guidelines. It takes a pretty incredible group of partners and support staff to pull it off.”

François praises the A&O leadership for its supportive, but ultimately hands-off, backing for these partner pioneers. “I can’t say enough good things about David and Wim. They trusted us and didn’t take credit for what we did,” he says.

“They’ve created an environment where you can be comfortable discussing the craziest of ideas – and some thought this one was pretty crazy. But their attitude at a certain point, when all the arguments have been made and all the evidence presented, is: okay, you know the market better than we do – go for it!”

Helen and François agree that what sets A&O’s rapid expansion apart is the phenomenal practice support thrown behind any new office opening, once it is agreed. Both describe it as a “brilliant and well oiled machine”.

It includes highly coordinated finance, HR, IT, marketing, library, know-how and business support services, and the ability for new offices to take advantage of A&O’s operational infrastructure for a relatively quick start-up.

“It’s seamless,” says Helen, “and it demonstrates A&O’s collaborative culture at its best.”

A DIFFERENT KIND OF DAY JOB

It is now part of A&O’s strategy to nurture a real sense of entrepreneurship in existing and

potential partners. There is now also a specific training programme aimed at people who will become managing partners of offices across the network.

But for the partners who blazed the network expansion trail, most of the learning has come simply from getting stuck in. Some always had a hankering to make this part of their career. Charles remembers deciding not to start his career at another big law firm after meeting senior partners and hearing them talk, almost disdainfully, about actively marketing for new clients. “The reason I became a solicitor and not a barrister was because I wanted to get involved in the business side of things. The other firm was very definitely not for me,” he says.

The job of opening and running a new office requires someone who is “multifaceted”, he adds – having the idea and getting launched is the entrepreneurial bit; after that comes the execution.

“You have to continue being a lawyer to bring clients and work into the new office. But you have to accept that you’ll spend a lot of time doing non-legal work and that the work you’ll do will be extremely unpredictable. That requires a lot of adaptability, the ability to flip quickly from one thing to another.”

As Helen puts it: “If you’ve worked in an established office for 20 years and you’re used to a full-service office environment, it may not be for you. In a new office in an emerging market, it’s all hands on deck.”

Simon Black says he has also learned along the way. “I became entrepreneurial. It came with working in these markets. I was always keen to work in Asia – the legal

work here is exciting and you have to be very creative.”

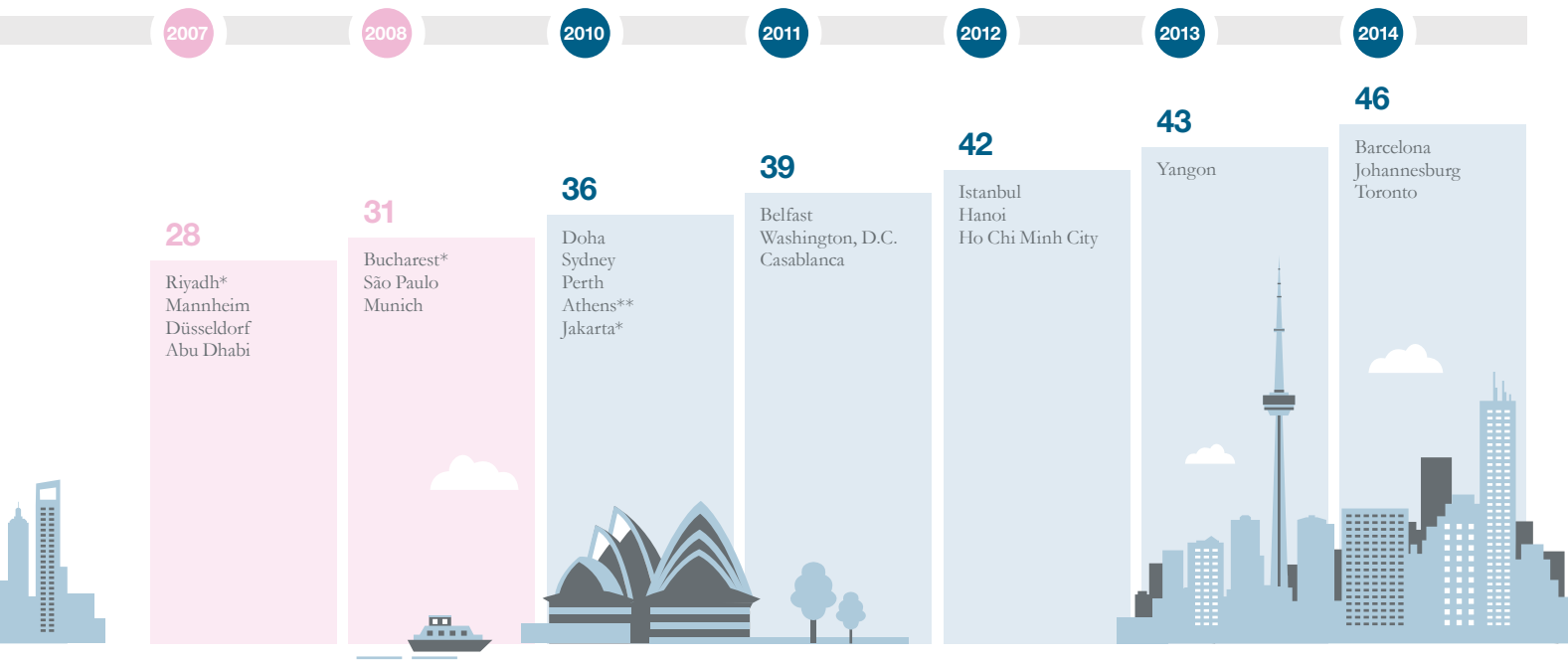
But it was not always easy, particularly in the late 1980s when he first arrived in Japan. “The cultural divide between the Japanese and ourselves was massive then. Every day you faced big cultural dilemmas and regularly made a fool of yourself, misunderstanding etiquette, failing to understand, or failing to make yourself understood. It really was quite pioneering stuff building a new business but in a completely different culture.”

For Simon Makinson, the ability to think strategically and for the long term – that capacity to know where you want to be and to plot a way of getting from nothing to that end point – is vital.

“As part of that you need very good people skills and to be culturally very sensitive. A legal system is part of a country’s heritage and highly prized, so you’ve got to avoid treading on people’s toes. You don’t always get it right and you learn from your mistakes. But our reputation rests on quality; there are only a limited number of excuses for incompetence.”

It is a complex job and there is no substitute for being thrown in at the deep end, even with limited formal training. Maybe it is about having the chance to let a natural flair for business flourish.

François, despite a lack of formal business training, believes the entrepreneurial bug was always in him. “I’m probably an entrepreneur who travelled the wrong way,” he says. “So it’s an absolute blessing that I’ve been able to bring that side of things into my legal career.” ●



In memoriam

**The Alumni Network
remembers A&O
colleagues and friends
who passed away in
2013 and 2014.**

The quiet genius of IT with the kindest of hearts:

Steve Roberts

A&O: 1990-2013

Steve Roberts played a vital part in the development of the firm, a man whose role was recognised by few, but whose contribution benefited the whole A&O community – and he was not a lawyer.

He died in June 2013 at the age of 53, after a long illness.

Steve joined the firm in 1990 as technical services manager in what was then called the computer team. Through the years, he was the quiet genius of what became the IT department, relied on by colleagues at all levels. Steve was the brains behind the many systems that won A&O innovative technology awards. It was his keeping ahead of technical developments that ensured A&O remained in the vanguard of IT in the



legal world. One example of his innovations is Omnia, an electronic matter filing system which gave A&O significant competitive advantage.

He was promoted to IT head in 2001 and to executive director in 2006, being among the first to be given that title. At the time of his death, he was chief technology officer.

Few people were aware that Steve had been diagnosed with sarcoidosis following a spell in hospital. In his last two years, his condition deteriorated, but despite this, he maintained a keen interest in the strategic direction of A&O and the legal IT industry in general.

He is remembered with enormous respect and affection by all who worked alongside him.

“Steve was a massive contributor to the firm,” said Rodney Barker, A&O’s first director, who hired him. “He was calm, thoughtful and usually right. No one argued with Steve and I do not think I have ever heard anyone say a bad word about him.”

Dave Burwell, A&O’s first IT director, who oversaw the creation and introduction of Omnia, said: “Steve had an unparalleled

knowledge of a sweepingly broad range of technology. However – and this was the thing that made him invaluable and irreplaceable – he had an ability to synthesise all this knowledge and create enterprise-level solutions. Even in the time that I spent in the massive company that was BP, I had never met anybody who had ability at this sort of level.”

Jason Haines, finance and operations director, said: “Steve’s knowledge was exceptional, a true technologist understanding everything from the code and hardware right up to the application and the user.

“He was the kindest man I have ever known. He never had a bad word to say about anyone and he would do everything to help people.”

This obituary was written by Sue Tipping, Dave Gifford and Debbie Kemp, to elaborate on the short obituary included in last year’s yearbook, in order to highlight the extraordinary contribution Steve made to the firm as an inspirational leader in the technological field.

Iain Scoon

A&O: 1997-2000



Iain Scoon, a former associate in the Tax department in London, died tragically in April 2014 in a cycling accident in Scotland. He was 46.

Iain joined A&O in 1997. He left the firm in 2000 to join Shearman & Sterling, where he went on to become a partner. He was a keen cyclist and member of the Bute Wheelers Cycling Club, and is remembered as a champion of the underdog.

Jackie Wardell

A&O: 1998-1999



Avril Jacqueline 'Jackie' Wardell, an associate in the Corporate department in London from 1998 to 1999, died in October 2013 at the age of 61. Basingstoke-born and Oxford-educated, Jackie began a career in financial management with Unilever in London in 1974, and went on to hold positions with international businesses including National Westminster Bank, Coopers & Lybrand and Grant Thornton. In 1999, she joined Coastal Enterprises, located in Wiscasset, Maine, as chief operating officer, becoming its chief financial officer in 2007.

She loved literature, music, theatre and travelling; work and personal interests took her to more than 50 countries. She lived in London, New York and San Francisco before settling in Bristol, Maine.

Daisy Martin

A&O: 1958-1985



Daisy Martin was one of the firm's celebrated and much-loved tea ladies who wheeled their trolleys up and down the corridors of the firm's old London offices at 9-12 Cheapside. She was 100 when she died in June 2014.

Daisy was the leader of the team of three who served coffee in the morning and tea in the afternoon to all partners, lawyers and staff members, as well as serving tea and coffee in client meetings. Partners' refreshments were delivered on trays; never once in her 27 years with the firm did she drop a tray.

Daisy was born in South London and worked in a rabbit skin factory in Bermondsey before the Second World War. Tragedy befell her in 1940 when her entire family was killed by a bomb. Daisy happened to be away in the West Country with her baby daughter.

She later remarried and worked in the catering business before joining A&O. She commuted daily from Orpington, arriving at 8.30am to clean the kitchen and prepare the giant tea urns. She set out the china and cutlery in the partners' dining room and, occasionally, prepared their lunch. She refused an automatic dishwasher when it was offered: she did not see the point of wasting time loading and unloading it.

Daisy had clear views about the tea and coffee she served. When David Sutton, a former partner and head of the Litigation department, asked for lapsang souchong tea,

she told him: "I wouldn't have that tea if I were you. It tastes like fags [cigarettes]."

Many years after she left the firm, Daisy recalled: "Allen & Overy was very good to me. What I liked most is that everyone always treated me with respect."

Gary Greenfield

A&O: 1997-2000



Gary Greenfield was a revenue controller in the Revenue team in London for more than two years between 1997 and 2000. He died in April 2014 at the age of 43.

He also worked for many other City law firms, most notably Ashurst, Cameron Markby Hewitt and Clyde & Co.

Gary played the guitar and although he had many other interests – notably fishing and cooking – music was his passion, particularly that of The Beatles.

However, his proudest achievement was his 13-year-old son, Cameron. ●

Visit the Alumni Network website at www.allenoverly.com/alumni to read the personal tributes submitted by the A&O and alumni community.

Submit your own tributes by emailing thealumni@allenoverly.com

CAMPAIGN HIGHLIGHTS

In our 2014 global alumni survey, you told us we are good at keeping you informed about the firm, but could do more to help you connect with other people within the A&O Alumni Network. In response, we have introduced a number of initiatives which we hope will help to address this.

ALUMNI AMBASSADORS

One of our innovations in 2014 has been the introduction of Alumni Ambassadors. Our objective is not only to increase the number of alumni in every generation and geography, but also to make the Alumni Network a collection of communities of people who want to keep in touch. We are very grateful to those of you who have been willing to take on this distinguished (non-remunerated) role. Turn to page 28 to find who the Alumni Ambassador is in your local area and how you can get involved.

GLOBAL ALUMNI REUNION 2014

In 2013, we held our global Alumni Reunion in five locations around the world. We surpassed that in 2014 by holding the reunion in ten locations, and welcoming more than 1,000 attendees in total. As for 2015, we want even more A&O offices and alumni to join us! Borrowing the concept of ‘time zone tag’ from New Year’s Eve celebrations, we want to find one day for all our reunions around the world. It’s a great way to reconnect.

MENTORING PROGRAMME

Our new Alumni Network mentoring programme is open to all global alumni and A&O partners and staff. The primary objective of the programme is to promote mentoring within the alumni community and between A&O and alumni. You can choose to mentor or be mentored by someone outside of your own organisation, allowing both parties to benefit from a fresh perspective – with the added bonus of both parties having experience and understanding of the A&O culture. The Alumni Network website hosts information on the programme.

TWITTER

We are delighted to be the first law firm alumni programme to launch on Twitter. If you have not done so already, please follow us @AOAlumni to keep up to date on the latest A&O and alumni news. ●



INDEX

<i>Aldridge, Katharine</i>	45	<i>Haines, Jason</i>	56	<i>Roberts, Chris</i>	54
<i>Arnheim, Tim</i>	35	<i>Hall, Graeme</i>	26	<i>Roberts, Steve</i>	56
<i>Barker, Rodney</i>	56	<i>Hein, Peter</i>	35	<i>Rufus, Tobi</i>	46
<i>Bell-Walker, Cathy</i>	35	<i>Helm, Barbara</i>	35	<i>Schafer, Helge</i>	36
<i>Beringer, Guy</i>	13, 15, 47, 50	<i>Herbert, Tony</i>	13, 19, 25, 27	<i>Schuit, Steven</i>	13, 16-17
<i>Black, Simon</i>	52-53, 55	<i>Hewat, Angus</i>	26	<i>Scoon, Iain</i>	57
<i>Boyd-Carpenter, Harry</i>	40-41	<i>Hoenike, Mark</i>	36	<i>Sharma, Amit</i>	45
<i>Brayne, Jonathan</i>	40	<i>Jones Hein, Catherine</i>	41	<i>Sheeran, Helen</i>	52, 54-55
<i>Broadley, Robin</i>	25	<i>Karczewska, Hanna</i>	39	<i>Sheldon, Carl</i>	35, 37
<i>Bruski, Johannes</i>	35	<i>Lindsay, Charles</i>	52, 53, 55	<i>Stenz, Peter</i>	35
<i>Burwell, Dave</i>	56	<i>Mackie, David</i>	12, 14	<i>Sutton, David</i>	57
<i>Chandran, Shankari</i>	46	<i>Makinson, Simon</i>	53, 55	<i>Thomson, Jim</i>	24-27
<i>Daltrop, Philip</i>	42	<i>Martin, Daisy</i>	57	<i>Tipping, Sue</i>	56
<i>Davies, Roger</i>	42	<i>Martin, Willie</i>	25	<i>Fran, Quoc</i>	49, 51
<i>Day, Janet</i>	25, 26, 27	<i>Masey, Jane</i>	47, 48, 50	<i>Tudor John, Bill</i>	26
<i>de Basto, Caroline</i>	45	<i>Maurice, Clare</i>	20-23	<i>Turnbull, Emma</i>	48
<i>Dejonghe, Wim</i>	4-11, 52, 55	<i>Morley, David</i>	4-11, 47, 49, 52, 55	<i>Ubber, Thomas</i>	37
<i>Denyer, Stephen</i>	37	<i>Morley, Godfrey</i>	25	<i>Ward, Debbie</i>	56
<i>Duncan, Mike</i>	13, 14-15	<i>Overlack, Arndt</i>	35	<i>Wardell, Jackie</i>	57
<i>Duquette, François</i>	54-55	<i>Overy, Tom</i>	25	<i>Weiland, Neil</i>	35, 37
<i>Fischer-Zernin, Cornelius</i>	36	<i>Pavry, Justin</i>	43	<i>Wilson, Guy</i>	25
<i>Gifford, Dave</i>	56	<i>Pease, Alex</i>	1, 58	<i>Wisbey, Sue</i>	48
<i>Golden, Jeff</i>	13, 16	<i>Punt, Richard</i>	9	<i>Wood, Philip</i>	11, 13, 17-19, 26, 42
<i>Greenfield, Gary</i>	57	<i>Rink, John</i>	25, 26	<i>Yeo, David</i>	30-33

THANK YOU

All contributors

ALLEN & OVERY LLP

www.allenoverly.com

The Alumni Yearbook 2014 is published as part of the Alumni Network of Allen & Overy LLP. It is distributed annually to registered A&O alumni, partners and selected third parties.

Managing editors: Stella Ekkeshis, Jenny Enever

The opinions expressed are those of the authors and do not necessarily reflect the policy or opinion of Allen & Overy LLP. Reference to goods or services does not imply recommendation. Allen & Overy LLP, its partners, employees and agents do not accept responsibility for any loss or damage caused in relation to products or services advertised in this volume.

Designed and produced by Luminous

12 Mill Street, London SE1 2AY

www.luminous.co.uk

Consulting editor: Chuck Grieve

Art director: Gary Chambers

Project coordinator: Leila Bekhit

Principal photographer: Nathan Clarke

Copywriters: Humphrey Keenlyside,

Simon Beavis, Joanna Stewart, Peta McLucas

Illustration, p24: Sam Kerr

Allen & Overy maintains a database of business contact details in order to develop and improve its services to its clients. The information is not traded with any external bodies or organisations. If any of your details are incorrect or you no longer wish to receive publications from Allen & Overy, please contact thealumniteam@allenoverly.com

In this document, Allen & Overy means Allen & Overy LLP and/or its affiliated undertakings. The term partner is used to refer to a member of Allen & Overy LLP or an employee or consultant with equivalent standing and qualifications or an individual with equivalent status in one of Allen & Overy LLP's affiliated undertakings.

Allen & Overy LLP or an affiliated undertaking has an office in each of: Abu Dhabi, Amsterdam, Antwerp, Athens (representative office), Bangkok, Barcelona, Beijing, Belfast, Bratislava, Brussels, Bucharest (associated office), Budapest, Casablanca, Doha, Dubai, Düsseldorf, Frankfurt, Hamburg, Hanoi, Ho Chi Minh City, Hong Kong, Istanbul, Jakarta (associated office), Johannesburg, London, Luxembourg, Madrid, Mannheim, Milan, Moscow, Munich, New York, Paris, Perth, Prague, Riyadh (associated office), Rome, São Paulo, Shanghai, Singapore,

Sydney, Tokyo, Toronto, Warsaw, Washington, D.C., Yangon.

© Allen & Overy 2014. This document is for general guidance only and does not constitute definitive advice.

Printed in the UK by Park Communications Ltd.



The Allen & Overy Alumni Yearbook is printed with paper and inks conforming to international standards of sustainability and environmental management, including the Forest Stewardship Council® and the Programme for the Endorsement of Forest Certification schemes.

STAY CONNECTED

Alumni Network contact details

-  www.allenoverly.com/alumni
-  thealumniteam@allenoverly.com
-  +44 (0)20 3088 1841/2479
-  www.facebook.com/allenoverlyalumninetwork
-  www.linkedin.com/groups/Allen-Overly-Alumni-Network
-  @AOAlumni



► TEAMWORK

Alumni Network
Chairman
Alex Pease
with, from left,
alumni assistant
Pauline McFerran
and alumni
co-managers
Stella Ekkeshis
and Jenny Enever.

