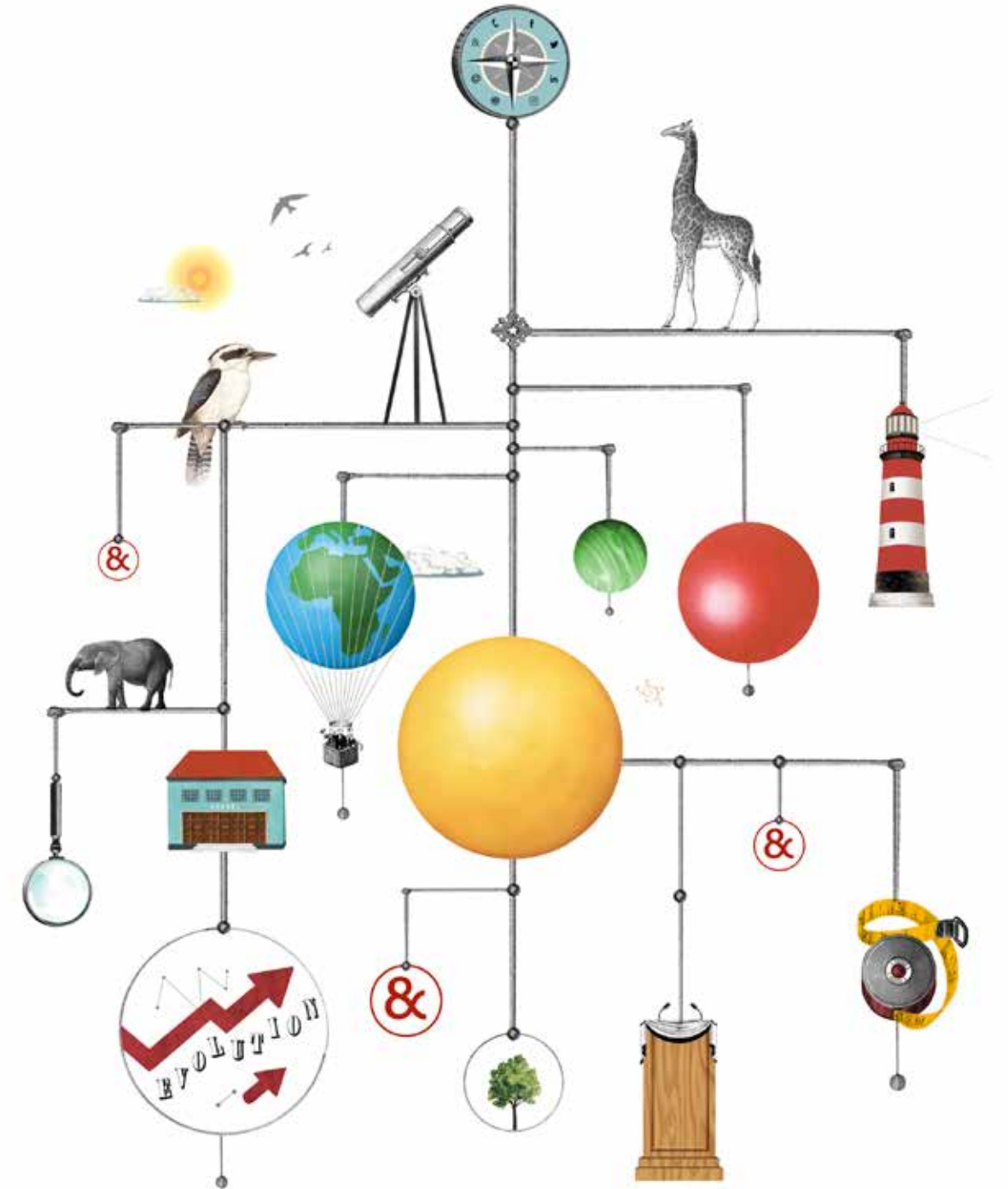


# ALLEN & OVERY

Alumni Yearbook 2016



ALLEN & OVERY



[allenovery.com/alumni](http://allenovery.com/alumni)

Alumni Yearbook 2016

# WELCOME FROM THE CHAIRMEN

## EDITORS' CHOICE:

24

### ON TOP DOWN UNDER

After six successful years, the heads of A&O's Sydney and Perth offices ask 'What next?'



34

### THE TIMES THEY ARE A-CHANGIN'

Ten people from A&O's past, present and future reflect on careers at the firm and beyond.

45

### MADE TO MEASURE

A&O's Advanced delivery suite of services is designed to meet specific client needs in resourcing and technology.



**W**elcome to your 2016 yearbook, our first as co-chairmen of the Allen & Overy Alumni Network. We'd like to start by expressing our thanks and gratitude to Alex Pease. Alex was the first chairman of our Alumni Network and for ten years played an instrumental role in establishing and growing what is now a network of more than 9,500 people across 70 countries. We're excited to have the opportunity to build on those strong foundations and continue to develop the network.

As the two of us have sat down to consider the future for the network and discussed our own experiences at A&O, a consistent theme emerged: since the high quality and challenging work the firm does is taken as read, what's really defined our experiences of A&O is the people with whom we worked and the relationships that we built. For us, the core purpose of the Alumni Network is to ensure that the relationship with our people extends beyond the period of employment and that our alumni continue to be part of what we consider to be a very special firm and community of people.

Our theme for this, our first yearbook as editors-in-chief, is therefore aptly a celebration of the longevity of A&O's relationships with our people. We hear from some of them, past and present, on how the relationships and experiences at A&O have shaped their careers and equipped them for the future, whether with A&O or elsewhere. On the subject of maintaining relationships, our largest Global Alumni Reunion to date took place this year in 14 locations around the world and was attended by more than 1,400 people (see the photographs on our recently launched Instagram page: [AllenOveryAlumni](#)). In addition, you can read on pages 58 and 59 about the continuing success of our mentoring programme which is part of our commitment to facilitate continuing learning and collaboration with alumni.

This year has been a time of change for A&O. Our senior partner, David Morley, retired from the firm after almost 36 years. He was an inspirational leader for many years and we want to thank him and wish him a long and happy retirement.

Wim Dejonghe and Andrew Ballheimer have been elected as senior partner and managing partner, respectively. Read about their aspirations and plans for the future of A&O on pages 4 to 11. In meeting some of the challenges Wim and Andrew discuss, you can also read about A&O's Advanced delivery project, an example of the way in which A&O is innovating in the way it delivers services to clients, on pages 45 to 49.

Finally, in early 2017 we will be inviting you to participate in our global alumni survey. Your feedback and suggestions will help us invest in the Alumni Network in ways that are most useful to you. Please take a moment to share your thoughts.

We hope you enjoy reading this edition of the yearbook and look forward to meeting more of you over the coming year.

Best regards

**BOYAN WELLS AND MAHMOOD LONE**  
CO-CHAIRMEN, ALUMNI NETWORK



# RELATIONSHIPS THAT GROW AND LAST A LIFETIME

4



## LESS REVOLUTION, MORE EVOLUTION

Wim Dejonghe and Andrew Ballheimer discuss their vision for A&O: the current situation, the challenges ahead, the competition and the importance of a strong alumni network.

12



## LIFE IN THE PUBLIC EYE

Alumna Nicky Morgan believes lawyers have much to contribute in public life. For proof, look no further than her own career as an MP.

16



## SUCCESS OUTSIDE THE LAW

Former senior partner Guy Beringer has built a second career outside law. Now he wants to share his experience with others.

20



## AN EDUCATION IN AFRICA

A&O's engagement with Amref Health Africa has been its most successful global charity partnership to date – and an uplifting story of hope.

24



## OUR AUSTRALIA PRACTICE: ON TOP DOWN UNDER

On top down under: reflections on six successful years of A&O's Sydney and Perth offices and what the future may hold.

32



## ADVANCED DELIVERY

Working with our clients, we design solutions that solve their challenges through the right combination of expertise, resourcing and technology.

34



## THE TIMES THEY ARE A-CHANGIN'

Ten people from A&O's past, present and future talk about their expectations and reflections of careers at the firm and beyond.

45



## MADE TO MEASURE

Clients increasingly need combinations of resourcing and technology to address specific needs. Our Advanced delivery suite is designed to give them just that.

50



## A RETURN TO AFRICA

Nima Elmi took a six-month sabbatical in 2014 to travel to Somaliland – and stayed. Now she's advising the republic's government.

54



## BUILDING ON FIRM FOUNDATIONS

A&O connections run deep – just ask alumnus Rob Everett, head of New Zealand's financial authority. At times he's felt as if he never left the firm.

58



## THE A&O MENTORING PROGRAMME

An opportunity to talk confidentially about issues and explore solutions with someone with the experience to make a real difference.

60

## IN MEMORIAM

Remembering John Kibler, Charles Rodier and Vanessa Hardman, A&O colleagues and friends who died in 2016.

62

## INDEX

63

## DISCLAIMER AND CREDITS CONTACT US



## LESS REVOLUTION, MORE EVOLUTION

*In May 2016, Wim Dejonghe was elected senior partner of A&O and Andrew Ballheimer was elected managing partner. Here, they discuss their vision for A&O, the challenges that lie ahead after the Brexit vote, the current situation for global businesses, what the competition looks like in 2016, and how important it is to have a strong alumni network.*



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



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



**THIS YEAR MARKS THE BEGINNING OF A NEW ERA FOR THE LEADERSHIP OF A&O. WHAT ARE YOUR PLANS FOR THE FUTURE?**

**Andrew:** We've inherited a fantastic platform from the previous leadership. Obviously it's a real privilege to lead A&O, but it's not a revolutionary change, so much as an evolution. We already have many of the building blocks of success, but now we can build on those achievements.

We've set five key priorities. The first is a real focus and push on clients. We're inspired by the fact that A&O as a firm is seen as the most client-centric firm out there. It's all about our clients, not about us. We need to understand their agendas and help them achieve their business objectives.

The second is to focus investment on those parts of our offering that aren't quite

complete but need a little more support. In particular, we're pushing development in the U.S. and China, and keeping an eye on India, if the market there opens up. We're also looking to invest more in France, Germany and Spain.

The third is to have a big push in revenue. We want to eat into our competitors' market share and be ahead of the market as new opportunities appear.

Our fourth priority is diversity. We're a people business and want to be able to promote our most talented people. That requires an expansive talent pool, which means we need to be as inclusive as possible. It makes business sense, and is the right thing to do morally.

Lastly, we aim to innovate constantly. When you look at the FT Innovative Lawyers Awards, A&O has come in the top three for innovation since the awards were started.

**Wim:** Innovation is an evolving opportunity, so maintaining that competitive advantage through our innovation is vital.

**HAVE YOU HAD TIME TO FORM A JOINT VISION?**

**Wim:** Yes. Very shortly after the election process had finished, our bi-annual partnership conference took place in Dubai, which gave us the perfect opportunity to set out our vision to our fellow partners.

**Andrew:** We had eight weeks to draw up our strategy. In that time, however, we also had to do our previous jobs; we had to draw up a financial forecast for the firm and we both took a short break. So in terms of actual preparation time, we had two to three days!

**Wim:** Andrew came to my house in Belgium and the two of us spent a day and a half just talking until we arrived at those five key priorities. We wouldn't have been able to do that if we'd stayed in the office.

**Andrew:** Clearly each of us had thought about our vision for A&O during the election process. Even among the candidates, there was a minimum amount of divergence in terms of what we wanted to focus on, so it wasn't as if we were poles apart to begin with.

**Wim:** On the election topics, we were 80-90% the same. In fact, the partnership was very much aligned behind the five key priorities, so now we're able to get on with implementing them.

**THAT'S GOOD NEWS. HOW DID THE ELECTION PROCESS GO?**

**Andrew:** It's the most intense professional thing I've ever done. You have to try to speak to every partner on a one-to-one basis, sometimes on the phone but also by flying to

the international offices and meeting people personally. Even in a firm that's actually not very political – there are no schisms or voting blocks in the partnership – for people who aren't natural politicians, it's odd going through a political process. I certainly felt a bit outside of my comfort zone. However, the engagement with the partners was fantastic. They all made time for me.

**Wim:** It's definitely stressful but it's also energising. There are a lot of good people out there with good ideas. Canvassing was really interesting – you get to see the pride in A&O, the ownership of it and people's interest in how we're going to move forward. It was very powerful.

**LOOKING FORWARD, THEN, DO YOU HAVE PLANS TO OPEN ANY MORE OFFICES?**

**Wim:** We're not looking at opening any more offices at the moment (although if India opens up to foreign law firms, we will look at that) but we are looking at focusing greater investment in our U.S. capabilities. Our U.S. team is extremely high quality with great clients, but we lack depth in certain practice areas and we need to build that up to grow our share of the U.S. market. We've recently recruited five leveraged finance partners. Hopefully we can continue doing that.

**WILL ANY EXPANSION BE THROUGH LATERAL HIRES OR ARE YOU LOOKING FOR A MERGER?**

**Wim:** There's no merger out there that's right for us in every respect. In this age, what you need is local law capability, which we have. You then need to have English law capability, where we are second to

*"In this age, what you need is local law capability, which we have. You then need to have English law capability, where we are second to none."  
– Wim Dejonghe*

none. Then you need U.S./New York law capability across your network, as a parallel offering to English law.

**Andrew:** To put it into context, 50% of the global legal industry is based on U.S. law. Unlike any other jurisdiction, the U.S. regulatory regime is extra-territorial; if an act has any nexus into the U.S., even if the act happened outside of the U.S., both the U.S. prosecutor and the U.S. Courts can claim jurisdiction over it.

For a global firm, having that extra-territorial impact on our business means we have to have a robust offering across all practice areas. We aim for A&O to be at the forefront of the global elite. We currently have 150 lawyers in the U.S. and around 150 U.S. qualified lawyers elsewhere in the world. We have 1,000 English-law qualified lawyers, so we need to extend our U.S. offering.

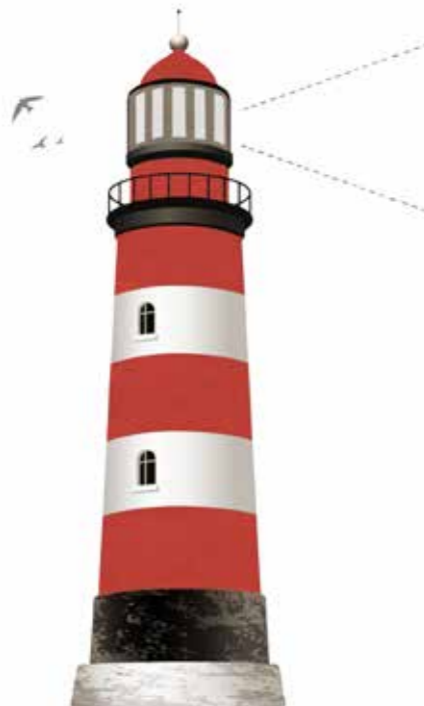
**WHAT ARE THE BIGGEST CHALLENGES FACING A&O AT THE MOMENT?**

**Wim:** There's increasing uncertainty around the world, not just in the financial markets but also because of political instability and terrorism. Our challenge is to navigate that uncertainty without overreacting, but also to be alert to long-term changes to the market.

We're a well hedged business and we can take changes on the chin, but sometimes these things come out of the blue, which creates an even bigger challenge. Brexit certainly came as a great shock to many, particularly outside the UK. Now, there seem to be more and more incidents where globalisation is being challenged by nationalist parties: in the UK, that's what Brexit was all about; you can also see traces of nationalisation in Austria, France and even in Germany.

**WHAT ARE THE BIGGEST CHALLENGES FACING BUSINESSES IN GENERAL?**

**Wim:** Businesses in general face the same issues as law firms. They're also dealing with uncertainty for them and their clients. Globalisation – the philosophy of inclusion – is being challenged. Over the next ten years, I believe we'll see the tension between globalisation and exclusion leading to more



nationalism. For all businesses, this will have an effect on their strategic decisions. We're a secondary business: we follow our clients, so whatever happens to them has an impact on us.

**Andrew:** If you're at a local firm without an overseas presence, then you're far more exposed to the local environment. Something like Brexit will have a far greater impact on you if you don't have an international footprint which provides a hedge.

**SO, ON 24 JUNE, DID YOU FIND A LOT OF CLIENTS TURNING TO YOU FOR GUIDANCE?**

**Andrew:** Yes. We had scheduled a briefing call for 2,000 clients which ended up being hugely oversubscribed, so we shared the recording with a further 4,000. Because there were only a finite number of lines, we invited employees who wanted to listen in to join us in the auditorium. When I came down, the auditorium was packed with more than 500 people. They were standing, sitting on the floor or packed into the lobby outside where there must have been 100 people. I couldn't actually get in – it took me half an hour to get to the front!

**Wim:** During the call, it was like the images from the Second World War where people were listening around the radio. I'll never forget that day. After the call, I spent the whole day driving around London on the back of a scooter from one media interview to another. It was surreal.

**WHAT HAVE BEEN THE MAIN CONCERNS BOTH FOR A&O AND FOR BUSINESS IN GENERAL FOLLOWING BREXIT AND HOW HAS A&O BEEN ADDRESSING THOSE CONCERNS?**

**Wim:** In the first instance, we ran the briefing call which dealt with the implications of Brexit for the regulatory environment, what immediate action people should take, passporting, financial products etc, all of which was very carefully prepared to give clients an immediate steer. On the back of that call, clients have been planning and hedging their risks and we've been helping them with that.

For us, the longer-term possible risk is that English law might lose some market share to New York law, but it won't happen overnight, if it happens at all. Otherwise, we're in a good place because we're among the leading firms in all the leading centres of commerce across Europe – basically anywhere the financial institutions could move to. We might need to increase our English law capability in those places. However, I'm confident London will continue to play a major role in the global legal industry.

**Andrew:** The world continues to change. Spain has another election on Christmas Day. France and Germany have elections in 2017. In politics, things seem to be moving. There's revolutionary change; there's a disconnect between the things that happen in the EU in Brussels, and how the general populace is feeling. Brexit was a wake-up call, and I'm not sure it was heard.

**LOOKING BACK TO LAW, DO YOU REGARD THE CONCEPT OF THE 'MAGIC CIRCLE' AS OUTDATED?**

**Wim:** It's been outdated for a long time. It was coined 20 years ago when 80% of our revenues were in London; now that figure is around 30% with similar statistics for Clifford Chance, Freshfields and Linklaters.

**WHO DO YOU NOW REGARD AS A&O'S MAIN COMPETITORS?**

**Andrew:** The main global firms now, apart from us, are Latham & Watkins, Skadden, Freshfields, Linklaters, and Clifford Chance.

**Wim:** We all have the same challenges. I think the two American firms need to grow their English and local law capabilities, and the others need to grow their U.S. law capability. That's basically it.

**HOW ARE YOU PREPARING A&O TO FACE NON-TRADITIONAL COMPETITORS NOW AND IN THE FUTURE?**

**Wim:** We've built an alternative delivery capacity which allows us to work more efficiently at lower cost for our clients. We have five initiatives: aosphere; the Project

*"I think for almost all of us here, our time at A&O is a key point in our career. It's like having a badge that's recognised around the world."  
– Andrew Ballheimer*



Management Office; Peerpoint; the Legal Services Centre in Belfast; and Digital and Online Services, which, together, mean we can go to clients and say: “We can deal with all of it for you.”

**Andrew:** Clients are very interested in having the integrated package. It’s important that we can offer it because we’re being challenged, not only by other law firms but, more recently, by the big four accountancy firms. They may lack a deep, quality legal knowledge, but they’re very good at systems. They’re also building a huge legal capacity. For example, in Spain alone, EY has 600 lawyers.

**Wim:** PwC is certainly one of the largest, if not the largest, law firm in the world now. They have more than 3,500 lawyers, doing mostly compliance work on models where they have one partner and around 40 lawyers working on a standard product which is process driven.

**Andrew:** We’re always working on our processes and delivery models, and in that sense we’re better placed than anyone else in

the traditional legal industry, but we need to move on to the next level. However, when clients have a complex, multi-jurisdictional issue, they recognise that they need our global capability, project management and alternative delivery models.

I was at a conference recently with our global relationship firms which cover jurisdictions where we don’t have an office. Our keynote speaker was a high performance expert and author named Rasmus Ankersen. His latest book, *Hunger in Paradise*, is about the risk of success in business; he says the hardest thing is not to achieve success, but to maintain it.

**Wim:** I’ve always said it’s easier to get to the top than to stay there. Successful organisations become complacent, and I think it’s about staying hungry. A&O is doing really well. We have a fantastic market position, but we need to embrace these change projects on delivery, challenge ourselves and always try to improve our offering. That’s where the ‘most advanced

law firm in the world’ philosophy and thinking comes from: a culture of challenging yourself all the time.

**LOOKING AT THE STRENGTH OF THE ALUMNI NETWORK, WHAT RELATIONSHIPS DID YOU BUILD IN YOUR EARLY DAYS AT A&O THAT HAVE REMAINED VALUABLE TO YOU?**

**Wim:** For most of my last years of full-time practice, a very large chunk of my work came from my old associates who’d moved on and become general counsel. Possibly the most fascinating deal I’ve ever done was from an ex-associate of mine who was going through the only real hostile takeover bid that ever happened in Belgium. The board was in a panic saying: “What do we do?” and he said: “I’ll call Wim!”

Each time he’s changed jobs since, he’s given me his legal work. It’s great to see the guy I recruited 20 years ago do so amazingly well. On a personal level, it’s a lot of fun to



stay in touch, and that’s also good for the business, as you know them so well.

**Andrew:** I think for almost all of us here, our time at A&O is a key point in our career. It’s like having a badge that’s recognised around the world as a stamp of quality, of values and a certain type of culture. We’re all very proud of that.

**HOW HAVE YOU DRAWN ON THESE RELATIONSHIPS IN YOUR CURRENT ROLES?**

**Andrew:** I have mentors who were ahead of me in the firm and who I can talk to and know they will give me completely unbiased, very informed advice. They know me, they know A&O and can empathise. It’s a fantastic resource to have.

**Wim:** It’s a community, in a way. I think the personal relationships are the most gratifying. I have a lot of friends from A&O who I go on holiday with and have dinner with. These are relationships based on trust, with people you’ve spent an important or seminal part of your life with, and who you can call on anytime.

**HOW USEFUL DO YOU FIND HAVING AN EXTENSIVE ALUMNI NETWORK AT A&O?**

**Wim:** It’s part of the direction of travel for a career. We aim to create a community rather than an employer/employee relationship, which has easy exits and returns; where the line between being in and out is grey and smudged, and with more and different ways of staying connected with the organisation. The Alumni Network plays a big role in helping us do that. &

*“These are relationships based on trust, with people you’ve spent an important or seminal part of your life with, and who you can call on anytime.”*  
– Wim Dejonghe



## LIFE IN THE PUBLIC EYE



*Alumna Nicky Morgan believes lawyers have a great deal to contribute in public life. If proof were needed, look no further than her own career as an MP.*

**T**he Rt Hon Nicky Morgan is the Conservative MP for Loughborough. She entered parliament in 2010 and served as Secretary of State for Education and Minister for Women and Equalities until July 2016.

She is also an A&O alumna, having been an associate in the Corporate team from 1998-2002. However, despite the business and pressures of life in government, she is still using lessons learned from her time at A&O.

**BEING A WOMAN AT THE TOP IN POLITICS IS A SIGNIFICANT ACHIEVEMENT. WHAT'S BEEN YOUR GREATEST CHALLENGE SO FAR, LOOKING PARTICULARLY AT WOMEN IN POLITICS?**

The greatest challenge has been getting used to being in the public eye. The negative language used about women, the casual misogyny, the emphasis on what you look like, rather than what you say – that all takes some getting used to. We still live in a world where those covering politics

tend to be male and they expect you to behave in a male way. That's something this generation of female members of parliament is challenging – commentators need to realise women are not going to do that anymore.

**LOOKING BACK, AND PLOTTING YOUR JOURNEY, HOW DID YOU FIND YOUR TIME AT A&O SHAPED YOUR CAREER?**

I was always interested in politics. At Oxford I was treasurer of the Union and involved in the University Conservatives. At the back of





*“Negotiation skills, interpreting law, being able to process lots of complicated bits of information very quickly – I picked up all those skills at A&O.”*

my mind I knew I would pursue a legal career, but politics was always there in parallel. At A&O, I got on the Conservative Party-approved candidate list, so I was running two jobs, which was part of the reason for leaving.

However, my time at A&O was hugely influential. Negotiation skills, interpreting law, being able to process lots of complicated bits of information very quickly – I picked up all those skills at A&O. I always remember Jeremy Thomas commenting with his red pen on my drafting. Now I do it to others and realise how invaluable his guidance was. The other thing A&O taught me was resilience. You’re working at a top law firm, you’re working long hours; you have to be resilient. There are times when you’re thrown into the deep end, and that’s exactly what politics is like.

I think it’s important to add, as well, that I don’t think we take enough advantage in this country of lawyers in public life. I think lawyers have an enormous amount to contribute, both in terms of standing for public office and filling political appointments, and also in how they lead the rest of the country on policy. Taking the gender pay gap and flexible working as two examples, A&O is at the forefront of both these issues and I think they should not underestimate how influential they can be. If they set the tone positively, other employers will follow their lead.

**SO WERE YOU LOOKING FOR A SPECIFIC NEW OPPORTUNITY WHEN YOU MOVED FROM A&O?**

I needed to make the decision as to whether I was going to carry on being a frontline lawyer, or whether I was going to take a step back and pursue my political ambitions. As you can tell, I went for the latter!

While at A&O, I fought for Islington South in the General Election of 2001. That worked well as it was ten minutes from the office and there was no pressure on me to win the seat. However, I knew if I was going to go for a seat in the future which I stood a chance of winning, I needed more time than being a corporate lawyer would allow. With that in mind, in 2002 I moved to be a professional support lawyer (PSL) at Travers Smith where I stayed until I was elected in 2010.

**WHAT ADVICE WOULD YOU GIVE ANYONE CONSIDERING A CAREER IN POLITICS?**

My big piece of advice would be “Do something else first”. Having a professional career to fall back on and being experienced in other areas is essential. For



example, when I was Treasury Minister, the fact that I’d worked in the City as a corporate lawyer was invaluable.

**SO WHAT’S AT THE TOP OF YOUR AGENDA AT THE MOMENT?**

When I was Secretary of State for Education, we published a white paper in March 2016 with the aim of continuing to build a really strong consistent education system across the country for every child. I want to continue to support the new team in providing that system.

Then, like all MPs, I have local constituency issues which range from getting roads resurfaced to getting dog fouling signs put up in the local parks, to sorting out football grounds!

**HOW DO YOU MANAGE TO BALANCE YOUR PERSONAL AND PROFESSIONAL LIVES?**

The honest truth is that when you have this kind of job, there is no balance. I have a fabulously supportive husband Jonathan who, when we moved full time to Loughborough, gave up his career as an architect to look after our son, now eight. Obviously it’s hugely important to try and carve out family time, which I do when I go home every week from Thursday to Monday, but being away from my family is the hardest thing about being an MP. The impact of a full-blown political career on those nearest and dearest to you is appreciated by those who think about it, but it’s generally highly underestimated.

**AS A WORKING MOTHER, WHAT ADVICE WOULD YOU GIVE SOMEONE RETURNING TO WORK AFTER HAVING HAD CHILDREN?**

I’d say it’s a hard thing to do and you need to recognise that. Be kind to yourself. Accept that things have changed and don’t be afraid to ask for the time, the understanding and the help you need to be able to juggle. As a country, we want women to be able to make the right choices for themselves and their families. We also want to make sure we’re not seeing great women lose out on the workplace because bosses cannot be flexible.

**HAVING EXCELLED IN YOUR POLITICAL CAREER, WHAT ARE YOU PROUDEST OF?**

Being re-elected with an increased majority in 2015 was a very proud moment, and there are many times when I’m doing constituency work that I feel as though I’ve made a real difference to someone’s life. However, I think that the ‘stand-out’ moment for me was in 2012 in Westminster when I led a cross-party debate on mental health. The debate became ground-breaking when members of parliament started talking about their own struggles with mental health. Hopefully that debate shifted the narrative around mental illness a bit, and showed to people in the country that those of us in Westminster care about problems associated with mental illness; I know poor mental health or lack of mental health care is at the heart of many cases for my constituents.

**SO WHAT DOES THE FUTURE HOLD?**

Well, after two busy and challenging years as a Cabinet minister, I find myself on the backbenches. I have many local projects to work on, including a mental health group and the Loughborough Wellbeing Project, which I’ve helped to set up in my constituency. Having a diary with more blank space is a bit of a treat and, as well as spending more time with my family and finally being able to read all the books on my bedside table, I’m hoping to lead some research work on community cohesion issues, focus even more intensively on the role of character education and also work on the impact of Brexit on our equalities and discrimination laws. ⑧

## SUCCESS OUTSIDE THE LAW



**Former senior partner Guy Beringer has built a second career outside law. Now he wants to share his experience with others hoping to do the same.**

**W**hen Guy Beringer left A&O in 2008, he knew he wanted a second career. He knew it would be outside law as his lifelong connection to the firm – 30 years in all and eight as senior partner – meant it would be impossible to contemplate a role as a lawyer in any other institution.

But, he thought, at the age of 52 and with that wealth of experience as a lawyer and manager, surely there would be plenty of opportunities?

Indeed there have been, and he's achieved much since then, but along the way he's also

encountered misperceptions and prejudices about the valuable contributions lawyers can make outside the law.

That's one of the reasons why Guy and a fellow former senior partner, Tim Clark of Slaughter & May, set up a group to provide information and guidance to partners in City law firms looking for external roles. BCKR, whose strapline is 'Bridging law and the boardroom', was founded in 2013 and has attracted some 75 members, including 15 law firms. One of them is A&O, and Guy is keen that

members of the firm use BCKR to support their own ambitions.

"Our first objective is to help partners think about securing boardroom roles while they're still working in their law firms," says Guy. "Mostly, these will be voluntary sector or public service roles, to help avoid issues of conflict.

"The second objective is to help lawyers learn how best to present themselves when applying for boardroom roles. This is particularly required in the case of listed companies, who often have a somewhat



blinkered view of the need for anyone with a legal background in their boardroom.

“I have often heard it said, ‘If I need a lawyer, I can hire one’. However, that completely misses the point – you’re not offering yourself as a lawyer but as someone with a range of business skills that can be valuable to a board.”

Such as? “Lawyers understand risk and how to weigh different risks that have a bearing on commercial outcomes. We know about hiring, mentoring and managing people. We understand project management. We live in a client-facing environment so we understand customer-focused businesses and we know how a business needs to market itself to business customers. We’re familiar with the use of digital technology in the delivery of customer service. And, finally, many of us have considerable management experience.

“Almost all of us have had some form of management role in global professional services organisations with billion plus turnovers. Why would these attributes not be valuable to any boardroom? That’s what we emphasise to our members.”



**ANTICIPATING SECOND CAREERS**

On the advice of a headhunter, Guy had secured two roles before leaving A&O. The first was as a non-executive director of a privately owned wealth management firm, Fleming Family & Partners, an advisory business retained after the bank bearing the same name had been sold. At the same time, he became a member of the board of the Courts Service, his first public sector role.

His first foray into the not-for-profit sector was becoming a member of the Royal Academy of Arts Development Trust. “I was clear that I wanted to participate across a range of organisations,” Guy says. “I believed I could contribute something to each.”

He also knew he’d have to convince others of his worth, to prove his credentials in the world outside the law. It was challenging, and somewhat unsettling, as he explains: “I went almost overnight from an environment where everyone knew who I was to one where I was an unknown quantity.

“But I wanted to test myself and to prove that I had something to offer other organisations. There’s a risk that you might fail but I found this gave me a new motivation.”

In 2009, Guy took on his first listed company role when he became a non-executive director of the Catlin Group, an insurance business. He also joined the board of London Irish Holdings, the company that owns London Irish, the rugby club Guy played for in his younger days.

In the public sector, Guy became a panel member of the Co-operation and Competition Panel and, at

the end of 2009, was appointed chairman of UK Export Finance (UKEF), the operating name of the Export Credits Guarantee Department (ECGD). Initially appointed for a three-year term, he will end up having served nearly seven when he steps down at the end of 2016.

He’s found this role stimulating. “I chair the board of a government department that extends cover to the private sector on the back of the government’s balance sheet. This means we’re scrutinised by a range of stakeholders within government, ranging from HM Treasury to the Cabinet Office and the Foreign Office, all of whom are deeply interested in the UK’s exporting capability and take a close interest in UKEF’s activities.

“At the same time, UKEF is dealing with British companies, both large and small. It deals with banks, because much of its support is extended through financial institutions. In other words, we deal with a complex network of interested parties.

“However, I found my experience of management in A&O, where there’s a complex mix of internal and external stakeholders, was directly relevant to my role at UKEF.

“A&O is a client-focused business and you have to enjoy learning about the cultures of the many different client organisations which the firm serves. You’ve got to have an appetite, if you like, to learn the new language and culture of whatever organisation you’re dealing with. This experience has translated directly into my boardroom career and has proved invaluable.”

In 2010, Guy was appointed chairman of ATC Group, a Netherlands-based trust services company which was being acquired by HgCapital, a private equity company. That was his first private equity board role. The group prospered and was sold in 2013 to Blackstone. “It was fascinating to see the whole process through from private equity buy-out to successful exit,” he says.

And that’s not all. Guy is chairman of the Legal Education Foundation (LEF), previously the College of Law. He maintains his close links with the law centre movement and the advice sector through the work of the LEF. He’s particularly pleased with the success of the Justice First Fellowship Scheme at the LEF which was his brainchild and which he hopes will produce a new generation of motivated and bright young social welfare and civil justice lawyers.

He’s also co-chair of the development board of the Bingham Centre, founded by the late Lord Bingham, which promotes the rule of law; on the advisory board of Spencer Stuart, the headhunting firm; and a trustee of the British and Irish Legal Information Institute,

*Guy knew he'd have to prove his credentials in the world outside law. It was challenging, and somewhat unsettling.*

*“I went almost overnight from an environment where everyone knew who I was to one where I was an unknown quantity.”*



which provides the only free access to case law available to members of the public.

Music and singing in particular being close to his heart, Guy is chairman of City Music Services, which provides music and choral support to businesses (including A&O) in the workplace, and is chair of the Choir Committee at Temple Church. Along with many other alumni, he is an active member of the A&O Singers and expects to be on stage for their next event ‘Anything Goes’ at the Hackney Empire in London on 18 March 2017.

Guy is an honorary bencher of Inner Temple, one of the four Inns of Court, and sits on its executive committee. Guy and his wife, Margaret, now have a flat in Inner Temple where they spend an increasing amount of time.

**SUPPORTING SMALL BUSINESS**

Guy has also become a business ‘angel’, investing in a number of small enterprises. These include the Duchy of Cornwall Oyster Farm (see Alumni Yearbook 2013), a new venture selling electrical products and a top-secret invention that will have medical applications.

“In many ways, the role of angel investor to a small business is the most rewarding thing that I now do,” he says. “There’s nothing more satisfying than seeing an entrepreneur succeed with your help.”

All in all, Guy’s objectives of developing a second career – “don’t ever call it retirement”, he jokes – have worked out well. In recognition of his work for pro bono and legal services, he was awarded a CBE in the 2015 New Year’s Honours. But, more important for him is encouraging others to follow the same path.

For those who do, he has a final piece of sound advice. “Someone told me I mustn’t be a ‘wozza’. When I asked what that meant, he said that when someone asked me what I do, I shouldn’t reply, ‘I was a senior partner...’. Instead, I should say, ‘I am a...’. Tell people what you’re doing now and what you hope to do next. Only later should you reveal what you’ve done in the past.

“I thought that was excellent advice and I’ve tried to follow it.” Ⓜ

*Don't be a 'wozza' is Guy's advice. Instead of telling people what you were, tell them what you're doing now and hope to do next.*



# AN EDUCATION IN AFRICA

**A&O's two-year engagement with Amref Health Africa has been its most successful global charity partnership to date – and an uplifting story of hope.**

*Above: Ngeseli, In-School Peer Educator at Kwamatuku Secondary School, Handeni.*

*Opposite: Local arts group performing at Mkata Health Centre, Handeni.*

**E**mmanuel Mbwilo is the District and Cultural Youth Officer in Meatu, a remote district in northern Tanzania. Every year, he sees girls – some as young as 12 – expelled permanently from school, not for academic reasons but because they have become pregnant.

It's a problem across Tanzania. Roughly half its 49 million people are under 18, and the country has one of the highest adolescent pregnancy rates in the world – one in four girls give birth before they turn 18. This means about 5,000 girls every year are denied an education, perpetuating the cycle of extreme poverty in their communities.

“Education is everything in this world we’re living in right now,” said Emmanuel. If young people – boys and girls between the ages of 10 and 20 – could be educated about sexual and reproductive health, teenage pregnancy rates would drop and thousands of girls would remain in education.

That was the challenge taken on by A&O in its two-year global charity partnership with Amref Health Africa, an international development organisation that works across sub-Saharan Africa to strengthen health systems and empower communities.

By all measures, this has been A&O's most successful partnership to date (see box ‘The partnership in numbers’), and at its conclusion in October 2016, it left an important legacy.

“Programmes like these have very long-term objectives, but we expect to start seeing an impact on teenage pregnancy rates within the next few years,” said Dr Florence Temu, Country Director for Amref in Tanzania.

Emmanuel added: “With you [A&O] coming here to focus on education, we think this is the real solution for us.”

## BREAKING THE CYCLE

In 2014, nearly 2,500 people across A&O voted and chose Amref, formerly the African Medical and Research Foundation, as the firm's global charity partner. The central aim of the partnership was to reduce teenage pregnancy and keep thousands of girls in school through education.

With a lack of access to information about sexual and reproductive health, girls are also two times more likely than boys to become HIV positive.

In February 2015, an international team of alumni and current A&O staff visited Meatu District to launch the partnership. They met Dr Temu, who described the task as encouraging open dialogue about sexuality and health issues. “We know that what works is training teachers in schools to train peer educators,” she said. “They are the ones who can engage their communities.”

Teenage pregnancy rates had been cut from 257 to just ten a year in Mtwara, another remote area of Tanzania. Using the model that succeeded there, Amref aimed to train teachers and peer educators in every school in Meatu, as well as to build youth-friendly health facilities across the district.

Roger Wedderburn-Day, former A&O partner and now Peerpoint consultant, said it was extremely important to see the conditions on the ground. “Before I came out [to Meatu] I couldn't have imagined what conditions were like, and I go back much more informed and much more appreciative of the project and the work Amref is doing.”

David Morley, A&O's senior partner from 2008 to 2016, was also part of the first

12,500 out-of-school youths – on sexual and reproductive health.

By breaking the initial fundraising target within the first five months, A&O and Amref were able to extend the scope of the work and target thousands more young people in the Handeni District of Tanzania. This equally remote part of the country has many of the same issues as Meatu, but with a more nomadic population, and has a larger problem with female genital cutting and violence against women, both of which are added barriers to development.

Again, the solution was education and knowledge, delivered by and within the communities themselves. As Dr Temu explained: “Once you intervene and equip young people with knowledge and skills, they



team to visit Tanzania. “I was struck very quickly by what a good choice our people had made in Amref,” remembered David. “Amref had very clear goals in Meatu – they weren't interested in creating any form of dependency in the communities – and I felt A&O could bring a lot to the partnership, not only with financial support but also with our professional skills.”

## RECORD-BREAKING FUNDRAISING

Within the first five months of the partnership, A&O had raised an incredible GBP330,000 – enough to fully fund the Afya Kwa Vijana, or Good Health for Youth, project in Meatu, through which 268 teachers, 1,340 in-school and 650 out-of-school peer educators and 105 healthcare workers have now been trained.

The programme has provided support, information and guidance to over 53,000 young people – 41,000 in-school (almost the entire school population of Meatu) and

can remain in school, get better jobs and improve their communities. By empowering young people, you really lay the groundwork for lasting changes. If the youth are well educated, the whole community will be well educated.”

The Kijana Wa Leo – Tomorrow's Youth – project was launched in October 2015 and under it, 90 community health workers across 45 villages have been trained so far, while training is under way for teachers and peer educators in all 72 schools targeted in Handeni.



Trainee Arpita Ashok  
and Legal Project Manager  
Karen Cresswell at Mkata  
Health Centre, Handeni.



Less than a year since its launch, the programme has already reached 10,000 young people.

**ADVOCACY LEADING TO LONG-TERM CHANGE**

The strength of A&O’s partnership lies not only in its financial support for Amref. A team of 30 people from the Netherlands, Saudi Arabia, Singapore, South Africa, UK and U.S. delivered A&O’s biggest pro bono project for a global charity partner, providing Amref with a comprehensive toolkit and training programme to help it advocate for change in sexual and reproductive health across Tanzania, from community level right up to government.

New York partner Elaine Johnston has been actively involved in the Amref partnership from day one, and led the international project team. “Amref has been involved in a lot of advocacy based on medical needs and best practices, but had less experience using legal advocacy,” Elaine said. “So this was an obvious area for us to use our skills and build a practical toolkit for Amref – particularly for its programme managers in Tanzania.”

Nyerere Jackson, Amref’s Afya Kwa Vijana Project Manager, agreed: “The toolkit will help us in how we interact with the district authority, which has responsibility for allocating resources and changing laws that affect sexual and reproductive health issues. With this, we can advocate for positive change.”

The advocacy toolkit consists of a suite of interactive documents designed to help Amref project managers understand the legal rights and instruments relevant to their areas of advocacy, as well as how to develop effective messages and communication strategies.

Crucial to its success was ensuring the toolkit supported Amref’s policy priorities and working culture. The A&O project team of lawyers, professional support staff and alumni visited Tanzania twice during the partnership, first to conduct workshops with Amref staff involved in advocacy at all levels – from strategic leadership to implementation in the field – to fully understand the challenges. They returned, after six months of work on the project, to train all Amref’s project managers on how to use the toolkit, and to visit the Kijana Wa Leo project to see advocacy in action.

“The toolkit was about advocacy leading to targeted, long-term change in Tanzania,” said Legal Project Manager Karen Cresswell, who provided communications and project management input, as well as training on the ground. “Obviously you want any development work to be sustainable, so to go into the schools and medical centres and see



Nurses and Health Care Workers at Mkata Health Centre, Handeni.

Amref project managers advocating at a political level was really impressive.”

**SUSTAINABLE PROGRESS – THE ULTIMATE AIM**

Helping build Amref’s skills in this way boosts its ability to leverage the projects A&O has funded. Annelies Van Der Pauw, A&O’s Co-Head of Corporate Responsibility, said: “Amref now has a framework that we hope will ensure the long-term impact of these projects. It means Amref can apply these skills to other projects in Tanzania and perhaps even more widely in Africa. That’s the ultimate aim of all our charity partnerships – to build a relationship over the two years that sets the charity up for more success in the future.”

Frances Longley, Chief Executive of Amref Health Africa, thanked Allen & Overy for its “incredible dedication and generosity of spirit” over the past two years.

“Throughout we have shared a determination to create a deep and significant partnership between our two organisations. Through that collaborative approach, we have developed sustainable, scalable, successful projects to improve access to health services for young women in Tanzania,” she said.

“It has been an amazing journey, working side by side to reach one shared goal. This partnership has been a real team effort and we have established a strong bond of trust, respect and understanding along the way.”

**COMING NEXT: SUPPORTING CHILD REFUGEES**

A&O’s next partnership launched in November 2016 with War Child – an organisation again chosen by A&O in a global staff vote. This two-year partnership will focus on supporting the 2,000 youngest and most severely traumatised children in one of Jordan’s refugee camps.

To find out more, contact [daisy.wakefield@allenoverly.com](mailto:daisy.wakefield@allenoverly.com).



*A cluster of projects*

The advocacy toolkit was the largest pro bono project A&O worked on with Amref, but it was just one of 27 projects completed during the partnership.

Another key project was undertaken by Munich partner Joachim Feldges to help Amref understand and manage its intellectual property (IP) rights around the enormous amount of health data it collects in Africa, and to build its commercial relationships with the big pharmaceutical companies. Joachim, with A&O Pro Bono Manager Hayley Jones, travelled to Nairobi in June 2015 to train Amref’s senior management team.

A&O lawyers in London also trained Amref staff in the UK on contract law, negotiating and mediation skills and data protection law, as well as giving advice on issues ranging from anti-bribery, corruption and fraud to EU trademark laws.

A&O’s professional support staff contributed many hours of volunteering time, providing training on networking and pitching, budgeting, health and safety compliance, front of house services and maternity leave mentoring – to name a few.

A&O has also provided Amref with GBP16,000 of in-kind support, for example designing its annual report two years in a row.





## OUR AUSTRALIA PRACTICE: ON TOP DOWN UNDER

*Jason Denisenko and Geoff Simpson, the managing partners of A&O's Sydney and Perth offices respectively, reflect on six successful years and what the future may hold.*

**IN 2016, ALLEN & OVERY CELEBRATED THE SIXTH ANNIVERSARY OF OPENING ITS AUSTRALIAN OFFICES. YOU'VE BEEN HERE FROM THE START. HOW AND WHY DID YOU JOIN?**

**GS:** The attraction for me was the opportunity to establish an office from the ground up in my home town for one of the world's leading law firms; and to be able to do so with two other partners I had a high regard for in Peter Wilkes and Meredith Campion. Our expertise in energy and resources and cross-border corporate and financing work was a great fit with A&O's global brand and growth strategy. I was happy at my previous firm but the opportunity to be a partner of the first of the Magic Circle firms into this market, and to stay in Perth, was too good to pass up.

**JD:** For me, the timing was also perfect. My background is asset management and regulatory matters and my clients were then looking to expand the range of their investments beyond Australia. They therefore

needed a lawyer with expertise who could assist with their international ambitions. By joining A&O, I could offer them an international platform and a true global service.

**WHEN A&O OPENED ITS OFFICES IN AUSTRALIA IN 2010, FOR THE FIRST TIME IN ITS HISTORY, IT HAD FIRST-MOVER ADVANTAGE. HAS THAT ADVANTAGE BEEN SUSTAINED?**

**JD:** It certainly has. We caught the market by surprise, but what really made the difference was offering a model that suited our clients – most of whom were global, market-leading organisations. A&O was the first to position itself as a top-tier international firm in the Australian market, thereby being able to advise on international deals from Australia. We started with an international platform and expanded from there. Others have followed, but the fact that we were the first has always been advantageous.

**GS:** Having the name in the press, with the news that we were the first of what the legal media call the "global elite" to open in Australia, was undoubtedly helpful. While the firm was already well known in the finance community, the media attention was useful in profiling the brand and the offering more widely, including to corporates in Australia. I think what also helped was that we invested, in the widest sense, in integrating into the network in those earlier years, and continue to do so.

**NONETHELESS, THERE MUST HAVE BEEN SOME CHALLENGES WHEN YOU OPENED UP. WHAT WERE THEY?**

**JD:** Being part of something new was exciting. Although it was hard work, we all relished the challenge. We were part of the beginning of a new phase of the Australian market – the transformation from domestic firms to international firms entering the legal market. Many years prior, we'd seen



various Australian state-based firms combine to become national Australian firms. It was exhilarating being at the head of the pack. The challenges were similar to those of many of our clients in a 'start-up' environment – having to install some of the basic IT infrastructure, recruit staff, develop precedents and (of course) win work – but with the benefit of having the global firm behind us. The support we got was tremendous; it was a real team effort.

**GS:** What neither of us – or indeed anyone – felt was that we were stepping into the unknown. We were confident of what we were doing and what we had to offer. It seemed to be a 'no brainer' to us and we did have strong support from clients and the firm.

**HOW DO YOU DIFFERENTIATE YOURSELVES FROM OTHER LAW FIRMS, INCLUDING THE INTERNATIONAL LAW FIRMS, WHO HAVE SINCE SET UP?**

**JD:** Our focus when we opened was to offer advice on cross-border deals and matters, in all our practice areas. So now that includes corporate, finance litigation and arbitration.

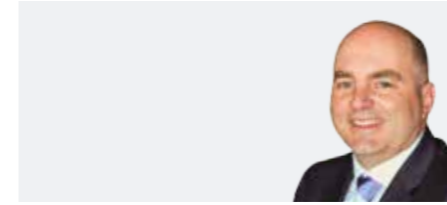
For our Australian clients, it's also about bringing the best of A&O's global know-how and deal technology to this market.

**GS:** The Australian offices weren't set up to be 'remote outposts' of A&O. From day one, the offices were fully integrated into the A&O network. That helps to explain why they've been successful, because we're integral to the firm's global offering. We've continued to deepen our expertise in core advisory and disputes experience focusing on cross-border work. Mirroring the business operations of our clients, our teams regularly advise on deals and cases in Asia Pacific and elsewhere, often requiring Australian, English and U.S. law, which we can support from our offices in Australia. Not many firms of our calibre can do this.

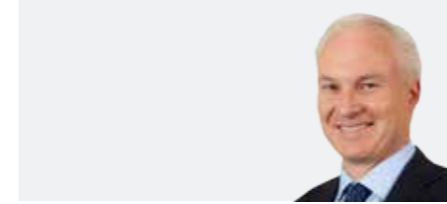
**INTEGRATION SOUNDS GOOD IN THEORY, BUT WHAT DOES IT MEAN IN PRACTICE?**

**JD:** It means being able to allocate experienced people with the right cultural fit to where they're most needed. One of the key drivers for our opening in Australia was

*"The longer we're in the market, the more clients get it – they see the benefits of a joined-up, international approach."  
– Geoff Simpson*



**Jason Denisenko**  
Partner, Sydney  
A&O: 2010-present



**Geoff Simpson**  
Partner, Perth  
A&O: 2010-present

that we'd be a source of high-quality lawyers for the rest of the network, especially in Asia Pacific. In practice, that means our lawyers will work on matters that may have no Australian dimension, and equally, when we have a surfeit of deals, we can call on resources from outside Australia. Our culture and values mean we have a one-team ethos supported by one integrated profit pool, and that encourages collaboration.

**GS:** And we're not just talking about lawyers. Our support functions are also a fully integrated team, for example HR, Finance, Business Development and Business Services all support or are supported by other teams based in Asia Pacific or elsewhere.

**JD:** Our staff are embracing the international platform that A&O offers; 32 of them have taken up opportunities in other A&O offices, including my own PA, Phoebe Ruston, who relocated to London in 2014, and at least 16 have been seconded to clients or other offices in FY16 alone.

**WHAT DOES A&O OFFER ITS STAFF BY WAY OF CAREER OPPORTUNITY AND WHAT DO YOU LOOK FOR IN YOUR STAFF?**

**GS:** We invest in our people: it's one of the most satisfying things about building the business and the practice. Having a cohesive partner group is important. Generally, our doors are open, and we encourage and mentor our lawyers: we appreciate that what lawyers want is partner time and we do try to provide that and enjoy doing so.

**JD:** We look for ambitious, entrepreneurial people across the business, who take initiative and demonstrate ambition. We want them to succeed with us and have good career progression, including the opportunity to work in other A&O offices around the world. If that takes them outside the firm onto new pastures, they go with our blessing; both Iain Hardie and Wendy Ko (see pages 28 and 29) are great examples of this.

**THE KEY REACTION, OF COURSE, IS FROM CLIENTS. HOW HAVE THEY RESPONDED OVER THE PAST SIX YEARS TO THE A&O OFFERING?**

**GS:** The longer we're in the market, the more clients get it – they see the benefits of a joined-up, international approach. That's consistent with the way our clients conduct their business here in the Asia Pacific region and internationally. It's also because the market is increasingly sophisticated. We're financially and culturally fully integrated

and much of the market now understands that and what it means.

**JD:** A&O is well positioned in the market here in the Asia Pacific region. Last year was the most successful year yet for the Australian practice. This year, 2016, we've made up two new partners: James Abbott in Sydney, who focuses on project finance, and Goran Galic in Perth, focusing on corporate energy and resources. Our demographic is also changing: a quarter of the partners are 'younger' and that offers us scope for presenting a mixture of experience and dynamism that clients like.

In May 2016, we hired a top U.S. securities law team, headed by Mark Leemen, which gives us the capability to advise on U.S. securities law. U.S. securities expertise is a critical component of many fundraising transactions we've been involved in and this creates a unique integrated capital markets offering. That is a good example of how we're taking on strategic lateral hires as opportunities arise, to augment our organic growth.

**GS:** We're nimble. We can adapt better than others to changing market conditions. So, for example, when the mining sector took a downturn, our litigation group in Perth was able to quickly capitalise on the inevitable result – more disputes.

**DO YOU HAVE ANY MESSAGES FOR ALUMNI?**

**JD:** We always love to hear from our alumni, so we hope they keep in touch! We've recently started Peerpoint in Australia (see Advanced delivery on page 32), so we're also keen for our alumni to reach out if they wish to play a role in Peerpoint. Peerpoint is A&O's global resourcing business. It provides top-tier, experienced lawyers to meet senior interim resourcing needs operating from A&O's offices in Australia, Hong Kong and the UK. Get in touch, and come to alumni events in both our Australian offices. @



## LAUNCH PAD TO SUCCESS AS IN-HOUSE LAWYERS

**Alumni Iain Hardie, Legal Manager at Oil Search Limited, and Wendy Ko, Corporate Counsel at SABMiller, view their time with the firm in Australia as a platform on which they have developed successful careers.**

**I**ain Hardie and Wendy Ko arrived at A&O in Australia by different routes. Iain grabbed the opportunity to venture “anywhere east of London” in the wake of the global financial crisis. Wendy welcomed the prospect of working in her home city, Sydney, for an international firm doing cross-border work.

Wendy was well aware of A&O’s presence in Australia, following the splash made when it opened. It was an easy decision to move firms, which she did in September 2010. She soon found herself working on exactly the sort of deal she had anticipated, including SABMiller’s AUD11.5 billion major acquisition of Foster’s, one of Australia’s largest companies, in 2011.

Iain had initially discussed a role with A&O in Singapore but learned that an opportunity existed in the recently opened Perth office. As a corporate lawyer with a particular interest in the oil and gas industry, this was music to his ears. He joined in early 2011.

“It was a great office, an excellent team,” he recalls. “I’m still in touch with Geoff Simpson and Meredith Campion. It was the period of Australia’s resources boom and we had work coming out of our ears. Added to which, Perth is a fabulous city. I couldn’t believe how lucky I was.”

Did the fact that they were joining a new venture in Australia give them any pause for thought? After all, they were leaving well-established firms with secure jobs.

“It was certainly completely different from working in an established office,” Wendy recalls. “But there was a great atmosphere of rising to the challenge. As associates, we were given a much freer rein than we’d had before and a greater role in business development.”

They were also supported in their career progressions. Iain was offered a secondment with a client, Nexus Energy, in Melbourne. This was great experience for him, even when Nexus found itself in financial difficulties and was eventually sold in a hostile acquisition.

“It was tense,” said Iain. “Nothing really prepares you for working at a company under stress – people’s livelihoods are at stake. What impressed me was how A&O stood by its client and guided it through the constant stream of challenges – right to the end.”

Wendy had mentioned she’d be interested in moving to London. Within a day of telling her boss, Aaron Kenavan, it had all but been arranged. She spent a year in the London office in 2013.

Further help followed when she then expressed an interest in moving in-house. As it happened, SABMiller was looking for an M&A lawyer in the UK, and offered her a



**Wendy Ko**  
Corporate Counsel, SABMiller plc  
A&O: 2010-2014



**Iain Hardie**  
Legal Manager, Oil Search Limited  
A&O: 2011-2015

job immediately. She started her current role there early in 2014.

“I felt both of these things – my secondment to the London office and my moving in-house to SABMiller – were well supported by the firm and, in particular, Aaron. The firm went out of its way to help me achieve what I wanted to achieve. I’m not sure this would have been the case with other firms.”

For Iain, as his secondment was coming to an end, he was also approached to move in-house but with another energy company, Oil Search. He joined in January 2015.

Both give a thumbs-up to working in-house. “I enjoy the variety,” Iain says. “I’ve worked on everything from acquisitions to setting up the company’s charitable foundation and any number of matters in between. I’ve also enjoyed working with the diversity of disciplines, from the commercial team through to the geologists, and becoming immersed in the business. And now I’m based in another great Australian city, Sydney. The surfing isn’t as good here as it was in Perth, but that’s a minor grumble!”

Wendy echoes that sentiment. “I always enjoyed getting to know my clients and their businesses. That’s exactly what you get as an in-house lawyer. The free beer is also good!”

Iain’s role has included working on a range of issues in relation to the company’s exploration and production activities in Papua New Guinea. Oil Search goes out

of its way to be a responsible social and corporate citizen. As the biggest employer in the country, it has paid for hospitals, roads and schools and is engaged in a programme to supply electricity to every household in its sphere of operation.

The power projects involve generating electricity from a variety of sources: the company’s uncontracted natural gas, biomass and potentially even local, mobile small-scale LNG. As Iain says: “Electricity is a precursor to good health and education, and we want to make sure that people receive the benefits from our involvement in the country. We’re taking something out, so we want to put something back in a meaningful and long-term way.”

Both are happy to acknowledge the debt they owe A&O for giving them a platform on which they built. Says Wendy: “We learned so much at A&O, the hard skills – which is the technical knowledge – and the soft skills, such as negotiation and relationship management. I put these to good use every day.”

Iain concurs. “My time at A&O was hugely influential. I worked with Angus Jones, a pre-eminent oil and gas lawyer in the region and a stickler for detail. That gave me industry knowledge plus the discipline that I carried forward with me and I’m immensely grateful for that.

“What I most remember was the collegiality. There were no cabals or cliques: we really operated as one team.” &

*“What I most remember was the collegiality. There were no cabals or cliques: we really operated as one team.”  
– Iain Hardie*



# DELIGHTED TO BE BACK



**Jamie Palmer**  
Partner, Sydney  
A&O: 2010-2013, 2015-present

## Boomerang

**J**amie Palmer was the first associate hired by A&O in Australia, coming to work in early 2010 alongside his long-time mentor, Aaron Kenavan – a founding partner of the Sydney office.

As he and others learned, there was plenty of work from day one, and the office grew quickly. “We were winning mandates even before we had the staff and the precedents to do them,” he recalls. “But A&O is known for finding a way. And so we did. We punched well above our weight.”

The work brought opportunities. In August 2013, after three-and-a-half years with the firm, Jamie left, tempted by the prospect of partnership elsewhere. However, he couldn’t stay away long, returning in 2015, this time as a partner.

Having spent almost a decade working alongside other partners in the Sydney team, he feels delighted to be in the partnership alongside them. But it’s not merely familiarity that makes Jamie so enthusiastic. “This firm is unmatched on a number of fronts,” he says. “Take the level of collaboration. A&O is one firm the world over. One partnership; one profit pool; one team.”

Jamie points to the advantages of cross-office working, in which lawyers are allocated to deals according to need, irrespective of where they’re based. He believes working on deals in other jurisdictions and engaging with colleagues in many different offices appeals to lawyers.



But above all, he believes this is the best model for serving the client.

“Our clients receive seamless global service. As a client, you know you’ll get ‘gold standard’ advice whether you’re dealing with an A&O lawyer in Sydney or Slovakia, or all the places in between.”

Jamie is optimistic about the future, notwithstanding the wave of change confronting the legal profession. “As I see it, there’s a huge opportunity for an advanced law firm like ours,” he continues. “Technology is helping us find better, faster and more efficient ways of servicing our clients.” He cites as an example MarginMatrix™, a digital derivatives compliance system that helps major banks deal with new regulatory requirements. “Products like that have saved our clients literally millions of dollars.” (See page 49)

Clearly, Jamie is fizzing with ideas, so how does he relax in his down time? “I love to surf. Salt, sun and sea: it’s so cleansing, so addictive, so all-consuming.” ☺

## AUSTRALIA IN NUMBERS

<b>21</b> partners	<b>100+</b> lawyers	<b>50</b> support staff
-----------------------	------------------------	----------------------------

## HIGHLIGHTS

<b>QANTAS</b> Advising Qantas Airways on the financing by J.P. Morgan of three Boeing 787 aircraft.	<b>M&amp;A DEAL OF THE YEAR</b> Advising Crown Castle International on its sale of Crown Castle Australia (now renamed Axicom Group), the largest independent telecommunications tower operator in Australia, for AUD2bn.	<b>SAGE GROUP</b> Advising Sage Group plc on the successful defence of a AUD200m damages claim brought by Archer Capital.
<b>AMB HOLDINGS</b> Advising AMB Holdings on the financing of its participation in the consortium led by Macquarie Capital, which acquired Apache Energy’s Western Australian oil and gas assets.	<b>AQUARIUS PLATINUM</b> Advising Aquarius Platinum on the proposed acquisition of Aquarius (ASX, LSE and JSE listed) by Sibanye Gold.	<b>LARGEST IPO ON THE ASX</b> Advising Link Administration Holdings Limited on its AUD2.2bn initial public offering (IPO) on the Australian Securities Exchange (ASX), the largest IPO on the ASX for 2015.
<b>AWARD WINNING PPP</b> Advising the financiers on the award winning AUD1.6bn Toowoomba Second Range Crossing toll road PPP in Queensland.	<b>WORLD’S LARGEST PROJECT FINANCING IN THE MINING SECTOR</b> Advising the financiers and export credit agencies on the funding of the Roy Hill iron ore mine and port and rail project, the world’s largest project financing in the mining sector.	<b>COMMONWEALTH BANK OF AUSTRALIA</b> Advising Commonwealth Bank of Australia as to matters of Australian and English law on its issue of bonds under its USD70bn EMTN programme.
<b>RECKITT BENCKISER</b> Advising Reckitt Benckiser in relation to proceedings commenced by the ACCC in the Federal Court of Australia alleging contraventions of the Australian Consumer Law, relating to the Nurofen Specific Pain Range products.		<b>INTERNATIONAL SOVEREIGN INVESTOR</b> An international sovereign investor on their recent investment into a private equity fund operated by KKR. The deal involved consideration of the laws of England and Wales, Cayman Islands, Japan, New York and Delaware.

## AREAS OF FOCUS

M&A, Private Equity, Energy and Resources, Anti-Trust/Competition, Litigation and Dispute Resolution, Banking and Finance, Infrastructure, Tax, Real Estate.
--

# ADVANCED DELIVERY

*Together with our clients we design solutions that solve any challenges they may face through the right combination of expertise, resourcing and technology.*

Clients are responding to the constant pressure to balance cost, quality and risk in innovative ways:

- Agile legal function staffing
- Unbundled legal projects
- Exploiting technology
- Introducing standardised solutions

We are adapting what we offer to create new solutions

Just as we are always shaping A&O to meet our clients' needs across countries, practice areas and sectors, we are now broadening our range of skills and means of delivery.

## FOR ENQUIRIES

Please contact Jonathan Brayne  
jonathan.brayne@allenoverly.com



## TECHNOLOGY & PROJECT MANAGEMENT

*Intelligent delivery; client transparency*  
Managing complex projects and high volumes of documents and data

*What sets us apart*

- From law firms: leaders in applying technology and specialist project management skills to design smart solutions to client challenges
- From third-party providers: our intimate familiarity with our clients and A&O allows us to deliver precisely tailored solutions at a more modest cost

## LEGAL SERVICES CENTRE

*High volumes; the highest standards*  
The Legal Services Centre (LSC) helps clients analyse high volumes of material, often with complex and technical content

*What sets us apart*

The only law firm-owned LSC handling document-intensive exercises across all practice areas. Seamless integration with A&O means high quality without the multiple provider risk and hassle associated with legal process outsourcing (LPOs)

- Collaborate**  
principal technology for client solutions
- Project Management Office**  
centre of excellence for PM skills
- Ringtail Caserom**  
main technology for disputes
- 75**  
legal professionals
- 10**  
LSC associates
- 616**  
matters worked on in FY16

## AOSPHERE

*Global complexity; simple compliance*  
Complying with complex, dynamic global regulation

*What sets us apart*

- The consistency, quality and depth of our information
- Our data feeds into software vendors' automated compliance systems
- Our experts are dedicated 100% to our services – not distracted by traditional lawyer/client work
- Advanced flexible working to attract the best talent

## PEERPOINT

*Specific needs; flexible talent*  
Peerpoint helps clients staff a project, interim or secondment role in legal

*What sets us apart*

- The only flexible resourcing business integrated into a top global law firm:
- All consultants are A&O partner endorsed
- Gives access to A&O expertise
- Established in London and Asia Pacific – commitment to deliver globally

- 308**  
institutional subscribers
- 11**  
subscription services
- 98%**  
subscription renewal rate
- 150**  
lawyers globally
- 75%**  
with in-house expertise
- 79%**  
have eight or more years PQE

# THE TIMES THEY ARE A-CHANGIN'

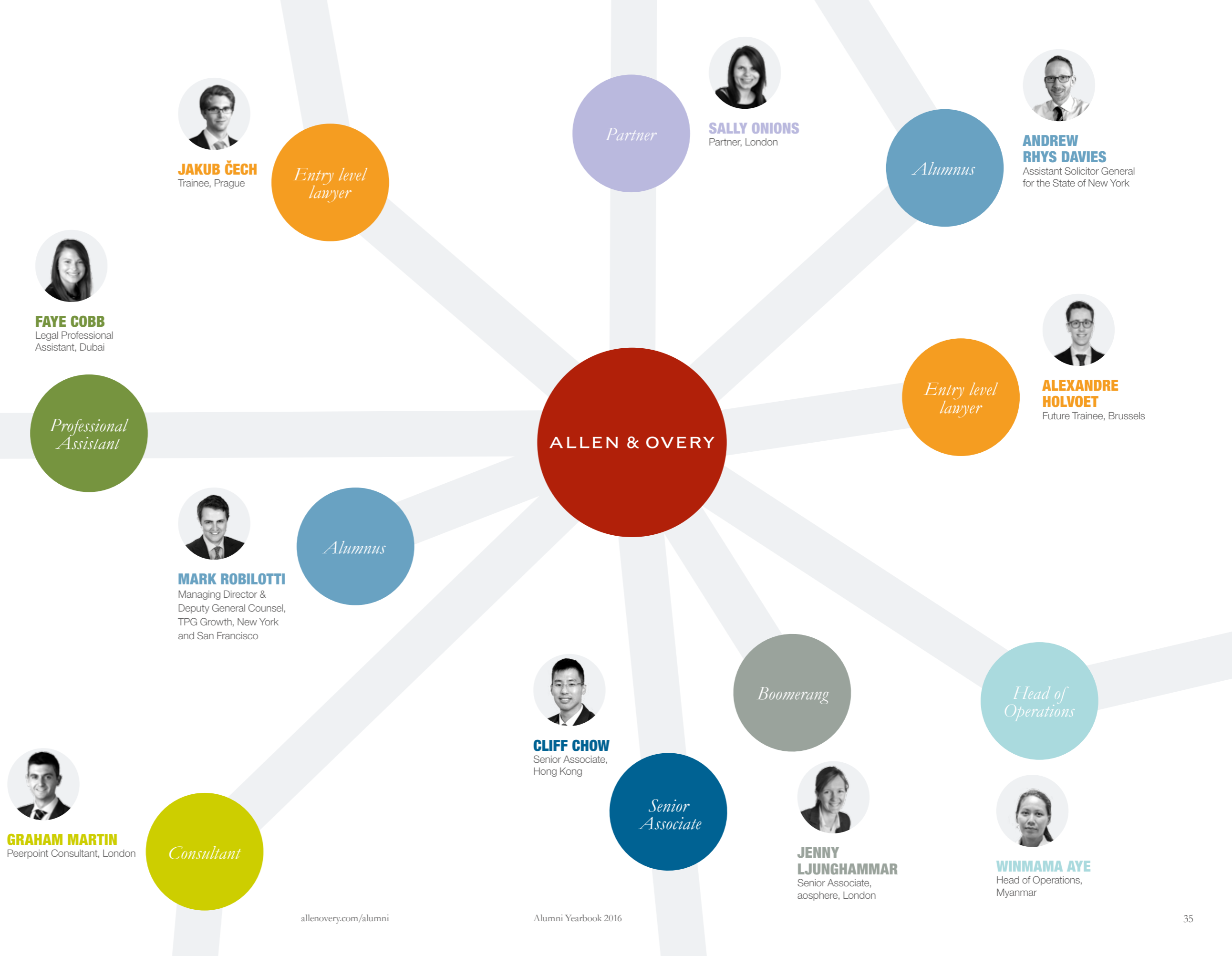
**“Find something you love doing – it’ll feel much less like hard work if you do.”**  
 – Andrew Rhys Davies

**S**ounds simple, and for some it is. Take David Morley, A&O’s recently retired senior partner. An interviewer once asked him how old he was when he knew he wanted to become a lawyer. “When I was 13,” he replied. Sure enough, David spent 35 years – all of them at A&O – in the profession, retiring in 2016.

That’s not unusual in the upper echelons of the legal profession. But the chances are a group of millennials, asked if they saw themselves staying with the same organisation – or even the same profession – for that length of time wouldn’t have that expectation. With a globalised economy and greater flexibility in how, when and where people work, the career lifecycle looks different from what it was 30 years ago.

For many, joining A&O remains a career highlight but it may not be forever. So today’s employee lifecycle is about building relationships that last; being forward-looking and equipping people with skills and experience to set them up for the future, whether they spend it with A&O or move on.

Ten people from A&O’s past, present and future talk about their expectations and reflections on careers at the firm and beyond. &





**ALEXANDRE HOLVOET**  
Future Trainee, Brussels

**Alexandre received offers of a training contract with several top firms, but chose to join A&O following a positive experience during his summer internship in 2015.**

“I chose to study law as I’ve always been intrigued by the notion of justice as a fundamental element of society. While studying and undertaking internships, I became fascinated by corporate and financial law, so decided to pursue a career in this field.

“Internships helped me become acquainted with different Belgian and global firms, but it was during my summer internship with A&O that my knowledge expanded immensely. I was welcomed by a friendly and enthusiastic team and quickly felt at home. Among the firms I applied to, A&O stood out for its dynamic and agile approach in responding to changes in the industry. Its modern way of working in general makes me feel A&O is the right fit.

“In my view, great lawyers are characterised by a thorough understanding of clients’ issues and the business environments in which they operate. They cooperate with businesses and create opportunities. I hope to grow into such a lawyer.

“At A&O, I expect the opportunity to work on complex transactions that will be personally challenging. From what I have seen, trainees receive rapid and honest feedback and take a lot from the examples of their seniors.

“In five years’ time, I hope to have become a reliable member of A&O’s Corporate team – able to contribute to the positive atmosphere surrounding the team. I also hope to take part in pro bono work to deepen my understanding of human rights. Regardless of how unpredictable a career in law may be, I hope never to stop learning and gaining valuable experiences, both on a professional and a private level.”



**JAKUB ČECH**  
Trainee, Prague

**Jakub joined A&O as a paralegal in 2008 and began a training contract in 2012.**

“I decided I wanted to become a lawyer during elementary school while watching the U.S. TV show ‘Matlock’. The guy was smart, helped the disadvantaged – and wore amazing white suits! On a more serious note, I liked history, philosophy and political science, so law seemed the most practical and rewarding career path.

“While studying, I gained experience with Clifford Chance in Prague. When I started to look for longer-term roles, A&O took a chance with me, even though I was younger than most paralegals. I really appreciated it.

“What surprised me about A&O was the level of support and trust I received soon after joining – and the fact that the doors to anyone in the firm are always open. Such a level of collegiality and openness is very unusual for law firms in Prague, whether local or foreign.

“I hope law will be a challenging and ever-changing field. I enjoy working with colleagues on new IP cases and contributing ideas. It’s exciting to see an interesting instruction land on my table, and I savour those occasional moments of epiphany when I finally find a solution to a complex problem.

“My career goal is to build an IP practice in Prague over the next five years. I do believe there are challenging times ahead for the legal profession, though. In the next 10-20 years, technology and the rise of artificial intelligence will change the work of lawyers substantially, so I think it’s hard to predict a legal career beyond 5-10 years.

“At the end of my career I would like to be able to say, hey, you built something successful. But what I am trying to focus on right now is giving my clients good legal services and having a good work-life balance.”

*“It’s exciting to see an interesting instruction land on my table, and I savour those occasional moments of epiphany when I finally find a solution to a complex problem.”*  
– Jakub Čech



**FAYE COBB**  
Legal Professional Assistant, Dubai

**Faye joined A&O as a PA in London in 2007. She is now a Legal Professional Assistant and transferred to the Dubai office in 2014.**

“After completing a Legal Secretary diploma, I was offered jobs at A&O, Freshfields and Hogan Lovells. Being 17 and oblivious to firm status, I chose A&O because it meant I didn’t need to get the ‘Tubel’! It was one of the best decisions I’ve ever made.

“The transition from college to a global law firm made me grow up quickly. I knew standards would be high, but I learned that if you’re willing to work hard and focus on your goals, A&O really does give you the opportunity to go far. I’ve seen many colleagues change not only roles but their whole area of work at A&O, and the amount of support they’ve received through those transitions has been amazing. High-quality training for support staff is such an advantage, particularly on softer skills which help in life whatever role you pursue.

“The things I love most at A&O are the people and diversity of my role. Moving to Dubai, I was worried the office and people would be different – less friendly than London – but I couldn’t have been more wrong. Being in a smaller office away from home, you really do feel part of one family. I speak to many partners, associates and support staff around the network and I can honestly say the A&O ‘family’ culture is global.

“I believe you get out what you put into your career, and to work hard in the early stages pays off in the future. I hope to continue progressing at A&O, perhaps supporting more of the management team.

“Over the past nine years, I’ve learned the importance of job satisfaction and what a difference it can make to your life as a whole. I do believe this contentment plays a massive part in making your career successful. I would love to look back in years to come and know I made a difference to the workplace and to the people I worked with.”

**GRAHAM MARTIN**

Peerpoint Consultant, London

**Graham joined A&O as a trainee in London in 2010 and moved to Peerpoint in 2015.**

"I was initially attracted to A&O because of its global presence. I had previously studied and worked in the U.S., Sweden, Geneva and Paris and, when I applied, only a handful of firms could match the breadth of international opportunities available at A&O. It also stood out for the diverse group of approachable, similar-minded people I met at the open day and interview, who clearly genuinely enjoyed working at the firm.

"I decided to move to Peerpoint to allow time to develop my painting practice. Before law, I'd studied art in Edinburgh and continued to paint in my spare time. I began exhibiting work three years ago and decided to pursue painting more seriously then.

"Becoming a Peerpoint consultant allows me to spend six months of the year in my London studio. I've now exhibited work at the Royal Society of British Artists, the New English Art Club, the Royal Scottish Academy and the ING Discerning Eye, as well as being shortlisted for several international art prizes.

"My first Peerpoint assignment was with A&O's Banking team; my second was with Barclays' Investment Banking division. The quality of work is the same as when I was an A&O associate; the major difference is that being a consultant gives me the autonomy to choose the type and duration of assignments I undertake.

"A&O has a huge amount to offer junior lawyers, so my advice would be to take advantage of all the opportunities, whether they're pro bono initiatives, client secondments or international secondments. As a junior lawyer, I worked with different partners and associates to gain experience on a wide variety of deals. This gave me a breadth of experience which I've benefitted from during client secondments.

"As the legal market develops, I see remote and flexible working options becoming more common. This way of working allows me to continue to gain experience at the top of the legal profession, while also developing my painting practice – ultimately giving me more control over how I manage these two quite distinct aspects of my life." Ⓜ

*"A&O has a huge amount to offer junior lawyers, so my advice would be to take advantage of all the opportunities."  
– Graham Martin*

**CLIFF CHOW**

Senior Associate, Hong Kong

**Cliff joined A&O as a trainee in 2008 and is now a Litigation senior associate in Hong Kong.**

"In my undergraduate days, the importance of the rule of law – especially in a small territory like Hong Kong where it has helped to attract so much wealth, talent and culture from around the world – was instilled in me.

"While studying for my LLB in London, I applied to A&O because of its reputation as an employer in Hong Kong. A&O really sets itself apart in the summer internship interview – a half-day programme which included a presentation to a Hong Kong partner who had flown in especially. The collegiate culture drew me into the firm: people worked as a team and seemed to enjoy it even when they hit some ungodly hours. I saw a supportive working environment where people helped each other.

"A&O's international network was another major draw. Even as a student, it was clear to me that A&O was serious about developing an international practice across all areas. That's not just about opening new offices, it's about putting in the effort to build a network of people who know each other on a personal level, through programmes like the mandatory international trainee secondment (I went to London), numerous off-sites around the world, and the business skills training where you fly to another location to mix with peers from different offices.

"Joining A&O, I expected to learn from some of the best lawyers in their fields, and to learn from the clients, too. I hoped for high-profile work and intellectual challenges.

"I expected to work hard and to be smart in balancing my personal life with work. But I also expected to share laughter and jokes and to grow professionally. All these expectations have been borne out during my time at the firm.

"The highlights of my career have been working on investigations and litigations with a large team across the globe. These are the cases that showcase A&O's

strengths. I also enjoy doing what I can to help junior members in the team develop their careers and benefit from their time here. I get a lot of satisfaction out of that and it makes work more fun. My overall advice – what I tell the summer students every year – is help each other out. That's the A&O culture." Ⓜ

*"The collegiate culture drew me into the firm – I saw a supportive working environment where people helped each other."  
– Cliff Chow*



**ANDREW RHYS DAVIES**

Assistant Solicitor General for the State of New York

**Andrew joined A&O as a trainee in 1997. He worked as a Litigation associate before joining New York firm Milbank in 2001. Andrew re-joined A&O in 2003 and became a partner in 2007. He retired in 2016 and now serves as Assistant Solicitor General for the State of New York.**

“Originally I wanted to become a journalist because I liked writing, but my school guidance counsellor advised me that journalists aren’t very popular so I should become a lawyer instead.

“Two years after qualifying, I decided to leave A&O and join a New York firm where I could do more advocacy. But when I was offered a job by the people setting up A&O’s U.S. Litigation department — Pamela Chepiga and Michael Feldberg — I accepted. It was an exciting prospect to be back at A&O building a practice group in a new market for the firm.

“There was no way, when I joined A&O, that I thought I’d become a partner in New York a decade later. But I was fortunate to find a practice area that I love and to have a number of mentors who helped shape my career. They gave me opportunities to take on challenging work, encouraged me to stretch myself and gave me candid feedback and advice.

“Being a partner at A&O means you’re operating at the top of the profession, helping the most sophisticated clients in their most important work. It’s fascinating, stimulating, demanding and occasionally exhausting. But the firm’s culture compels everyone to work cooperatively. People can spend their time focusing on clients, rather than competing with one another.

*“It’s fascinating, stimulating, demanding and occasionally exhausting. But the firm’s culture compels everyone to work cooperatively.”  
— Andrew Rhys Davies*

“Most of my career highlights have been about the clients: getting to understand their aspirations and concerns, working with them to devise a strategy and delivering on it. I still have a letter from an A&O client whom we helped through a custody proceeding to extract her grandchild from a bad home situation. She wrote that she truly believed we’d been the answer to her prayers. It’s not every day we can have that kind of impact, but I still think about that client and her family.

“After being a partner at A&O for eight years, I was offered an exciting opportunity to be an Assistant Solicitor General and represent the State of New York in the appellate courts. This has given me a great opportunity to focus on appellate advocacy, something I’d enjoyed while at A&O. And that’s the best piece of advice I could give somebody starting out today: find something you really love doing. Your career will be much more rewarding and feel much less like hard work if you do.”

HEAD OF OPERATIONS



**WINMAMA AYE**

Head of Operations, Myanmar

**Win worked for Save the Children in Myanmar and Sri Lanka for six years before joining A&O’s newly opened office in Yangon in 2013.**

“A&O found me through a mutual friend when I returned to Myanmar. I was unsure whether to continue working in the development sector or to try the private sector, but the A&O people in Yangon and Bangkok made such a good impression. They are intelligent, nice people and I had a good feeling I could work with them.

“Being aware of the fast-changing and complex political context of Myanmar, A&O was keen to have a Myanmar national on board, and it was an exciting opportunity for me to set up a new office in my country with such a prestigious firm.

“I wanted a challenging job and this absolutely is. My remit is almost everything: HR, recruitment, government relations, research, pro bono and community investment, knowledge management, tax, finance, business development... the list goes on but the job is extremely satisfying.

“Since A&O opened in Myanmar, there have been so many highlights. We worked with the Supreme Court on the Arbitration Bill which became law in 2016, and were able to ensure the bill is up to international standards, which will boost investors’ confidence. For this, Myanmar received the Global Arbitration Review award for making the most progress as a jurisdiction. I’m so proud I was part of the team that helped my country achieve this.

“As such a small office, we are very close to each other and have a ‘one office, one team’ spirit. When someone leaves or moves to another office, it’s as if we’ve lost a family member! But at least the alumni programme helps us maintain our relationships with colleagues.

“We work very closely with A&O’s Singapore and Bangkok offices and are always thinking of how other

A&O offices can add value to our work in Myanmar I believe we are well integrated in the wider A&O network. We had visits from Wim Dejonghe and David Morley soon after we opened the office and it was motivating. We’ve also had so many other A&O people visit us during their holidays in Myanmar – in fact, I think we must be the office most visited by A&O people!”

*“When someone leaves or moves to another office, it’s as if we’ve lost a family member!”  
— WinMaMa Aye*



**MARK ROBILOTTI**

Managing Director and Deputy General Counsel,  
TPG Growth, New York and San Francisco

**Mark was a senior associate at A&O from 2003 to 2005, then Programme Officer at the U.S. Department of State, before re-joining A&O as Senior Counsel in 2007. He left in 2011 to become Executive Counsel at General Electric (GE) and recently accepted a position as Managing Director and Deputy General Counsel of TPG Growth, the venture capital and growth equity fund of private equity firm TPG.**

“I originally joined A&O because the firm had made a strategic decision to build a world-class U.S. Corporate practice to complement its Finance practice in the UK, Europe and Asia. A&O was a big firm but with a small presence in New York – the biggest legal market in the world – so it was an exciting opportunity to help build a practice here.

“The best thing about A&O was the global scale of the client base and the complexity of the work. Of course, that was also the worst thing because the only universal holiday was New Year’s Day – every other holiday was potentially another working day for A&O clients around the world!

“The learning and development at A&O is geared towards becoming a trusted adviser: being able to influence and lead teams to meet a client’s objective. The practice of law is changing rapidly and it’s not enough to be technically proficient. To be successful, lawyers have to focus on producing positive outcomes for clients faster and more efficiently. A&O runs some exceptional programmes to develop practical skills for junior

*“I never called another law firm. I felt a real sense of loyalty to return to A&O. It was a nice home to come back to.”  
– Mark Robiloti*

lawyers, things like mock negotiations and how to lead teams effectively. The global off-sites were also valuable for bringing lawyers together to share experiences and learning across the network.

“When I decided to spend a few years in government service, A&O was supportive of my decision. And when I felt it was time to return to private practice, my first call was to Eric Shube, partner in New York. I never called another law firm. I felt a real sense of loyalty to return to A&O. It was a nice home to come back to.

“Looking at A&O from the client side, I believe it has become one of the few firms with true global scale, which appeals to clients with complex, multinational operations in need of top-quality legal services.

“The relationships I built at A&O, both within the firm and with its clients, have had a big impact on my career and have helped me grow professionally and personally through the global network of talented individuals who all have a connection to the firm.” ®



**SALLY ONIONS**

Partner, London

**Sally joined A&O as an associate in 2001 and was promoted to partner in 2009. She appeared in the top 20 in our 2014 survey when we asked alumni who was the most inspirational person during their time at A&O.**

“When I joined A&O, I was looking for a change, but didn’t know exactly what I wanted to do. I had a friend at A&O and, when I heard they were looking for associates to join the Securitisation team, I thought why not give it a go? Although I didn’t have a clue what securitisation was!

“I had no expectation of making partner early on in my career. Initially I went to the Bar, but found it wasn’t for me. When I came to A&O, I was more focused on understanding what I was doing and getting the deals done. It took me a few years to decide I wanted to stay and become a partner.

“I do think there are more demands on our time now than 15 or 20 years ago. It can be difficult to juggle things and still maintain some kind of balance and sanity. I often feel I fail at both! However, being a partner at A&O is like being part of a supportive family: you can contact any partner and they will give you their time and assistance, which is very reassuring. It started the day I became a partner. It was really touching to hear fellow partners congratulating you and welcoming you to the partnership.

“I like my work and enjoy the fact that I’m constantly learning. I’m also fortunate to have fantastic clients. Of course the work can be demanding, but it’s much easier when you’re all pulling in the same direction. The spirit, hard-working ethic and close-knit relationships in the Securitisation group are special. I enjoy watching colleagues develop and grow, even if their paths change and they decide to pursue a career outside of A&O.

*“Being a partner at A&O is like being part of a supportive family.”  
– Sally Onions*

When you work so closely with each other, you develop lasting friendships.

“My advice to someone starting a career today is... relax. So many young lawyers think they have only one shot at being successful, but it’s okay to change your mind about what you want to do. Your career lasts a long time, so the most important thing is to be happy in your job and ensure you’re working with people you like and respect.

“For me, a successful career means no regrets. I know not everything will be perfect but, looking back, I’ll know I gave it my best.” ®



**JENNY LJUNGHAMMAR**

Senior Associate, aosphere, London

**Jenny joined A&O as an associate in 2007 and left in 2010 to join UBS. She re-joined aosphere as a senior associate in 2013.**

“I was attracted to A&O because of its position as a Magic Circle firm and, equally important, for the opportunity to work alongside colleagues with a reputation for being the friendliest among the top firms but also super smart.

“The best thing about A&O is undoubtedly the people, both peers and partners. I also enjoyed being part of a team – Regulatory and Funds – that was regarded as a bit niche. The work was intellectually challenging but associates are also given a lot of autonomy.

“In my second week on secondment to UBS, Lehman collapsed! It was fascinating to work in-house during the financial crisis when huge changes were taking place in the market. When UBS offered me a permanent role, I decided to take it.

“The role I’ve come back to at A&O is with aosphere, the online legal services team. I was initially drawn to it while on maternity leave because of the opportunity to work flexibly. However, the role offers so much more than that: it’s a fantastic opportunity to build a new product within a really innovative team.

“aosphere gives me the best of both worlds: it’s a dynamic, fast-growing business but we have the backing of a big firm. The resources at A&O – document production, creative services, print room, IT, library, restaurants, gym – stand out and make it so much easier to get your job done.

“I have so many ideas for how we can grow the product I’m working on, which helps asset managers to understand international marketing rules. In five years, I believe this product can be the market leader. That’s what I’d like from my career overall – to feel I’ve been able to make an impact and shape something I genuinely believe in.” @

*“It’s a fantastic opportunity to build a new product within a really innovative team.”*  
– Jenny Ljunghammar

#### CONSIDERING YOUR NEXT CAREER MOVE?

Are you thinking about your next career move? Come back to us and we’ll offer you challenging and rewarding work, collaborating with a global network of talented colleagues and, crucially, we will help you to grow and equip you for the future – wherever that may take you. Go to [allenoverly.com/alumni](http://allenoverly.com/alumni) to search our career portal for current opportunities available across A&O’s global network.



## MADE TO MEASURE

**Clients increasingly need combinations of resourcing and technology to address specific needs. Our Advanced delivery suite is designed to give them just that.**

In recent years, A&O has significantly expanded the ways in which it delivers services to clients – because that’s what our clients tell us they want.

They face unrelenting pressure to deliver the legal function into their companies for lower cost and less risk, but ever-higher quality. This pressure has increased since the financial crisis and with a changing regulatory landscape. Their response has been to become much more imaginative in shaping solutions, which has taken them into more agile resourcing and greater use of technology.

A&O has also responded, with initiatives such as Peerpoint, our Legal Services Centre (LSC) in Belfast, our Project Management Office (PMO), aosphere and our Online Services. They enable us to design combinations of resourcing and technology unique to clients’ specific needs – and on occasion lead the world in dealing with a new challenge (see page 49).

*“We’re the only major law firm to have wholeheartedly embraced this way of working and worked out how to fit the pieces together.”*  
– Jonathan Brayne

In 2016, the Advanced delivery project brought these five services under a single banner and gave A&O a unique proposition and, in essence, a new way of working.

Jonathan Brayne, partner and head of A&O’s Innovation Panel, said Advanced delivery addresses the ‘unbundling’ of tasks that has become a dominant feature of client work: breaking up a deal, dispute or project into its constituent parts and working out the most efficient, balanced way of completing them.

He said Advanced delivery enables us to tell clients we have a toolkit of different types of resourcing and technology matched to their needs. As important, “we can pick and choose from that menu of options to create solutions tailored to a specific challenge they bring us”.

“This is an exciting area,” he said. “We’re the only major law firm to have wholeheartedly embraced this way of



working and worked out how to fit the pieces together to create a comprehensive toolkit of compatible and complementary parts.

“Our aim is to make Advanced delivery an integrated part of what A&O does, not some separate, standalone unit. It will be at the heart of our proposition to clients; we’re using it as a differentiator in developing our client relationships.

“A lot of exciting client solutions are being developed off the back of that.”

The integrated skills of the LSC, Online Services and Peerpoint were called on in a recent corporate reorganisation. The LSC supervised a review of 20,000 contracts, Online Services created a full document using our ‘Collaborate’ platform and Peerpoint consultants handled client-side project management across 30 countries. As a result, A&O was able to provide the client with data through a transparent, disciplined, cost-effective process, and meet the client’s interim staffing needs promptly.

**BEYOND PROVIDING SERVICES**

Jonathan said it goes beyond simply providing services. With the Advanced delivery toolkit, A&O has professionalised every task, applied technology in smart ways, and brought our expertise and standards to every challenge.

Take project management: though not new, alongside the demand for ever-tighter control of deals that themselves are increasingly complex, it has evolved as a distinct discipline, said Ranjit Nahal, head of Legal Project Management.

So have the legal support services offered by our LSC in Belfast, said its head, Jane Townsend.

Ranjit said clients expect tighter control of schedules and budgets. Many partners are finding it valuable having a legal project manager (LPM) who manages the finances of the matter throughout and coordinates work on our most complex matters.

“Clients are getting more global in nature and want their legal advisers to reflect that,” she said. “This is A&O’s ‘sweet spot’. We have lots of multi-jurisdictional matters that complement our network. Managing them doesn’t need a lawyer.

“Dedicated legal project management is great for transparency. And sometimes, on



**Jonathan Brayne**

Partner, London  
A&O: 1978-present



**Mark Dibble**

Head of Online Services, Ebusiness, London  
A&O: 2002-present



**Vince Neicho**

Litigation Support Senior Manager, London  
A&O: 1975-present

non-legal queries, clients don’t necessarily want to speak to a lawyer.”

Jane agreed. It’s about having the right resources for the job, she said.

Jonathan said the traditional approach, where partners and their teams handle all parts of a deal from their own resources, creates the risk that overqualified people do work someone else is trained to do, such as reviewing documents or extracting details.

“Advanced delivery enables us to allocate tasks to the most appropriate resource, human or technological,” he said. “What it means is a trainee or junior associate is freed up to concentrate on parts of the deal that do require that person’s expertise. If the task doesn’t require that, we’re geared up to handle it in a way that reduces cost while maintaining quality of output for our client and quality of work for our lawyers.

“We have people in the LSC who are experts at certain things – document review, for example. They do it more methodically, rigorously, and at a lower cost than a hastily assembled team of trainees or junior associates in London.”

Jane said the LSC team comprises A&O-trained lawyers and legal professionals, people who are familiar with A&O documentation and processes, and who work to a very high standard, as you would expect of specialists. Her team in Belfast specialises in the document-based elements of large matters. Additionally, whereas an A&O associate might do only one or two massive litigation claims in his or her career, “here we have senior associates doing that volume each year, managing a team that includes LPOs,” she added.

**LEADING TECHNOLOGY CAPABILITIES**

The LSC team makes good use of the leading technology capabilities developed by our Online Services team, led by Mark Dibble and Vince Neicho, who heads our Litigation Technology team. The main tools, Collaborate and Caseroom, are indispensable in the age of ‘big data’; Collaborate for managing big transactions and Caseroom for searching, analysing and reviewing client and third-party data, mainly in the context of disputes and investigations.

This technology proved its worth in a successful early case assessment (ECA) of one million documents for a dual-language

litigation. After third-party technology split the documents by language and reduced the number to 300,000, Caseroom’s ‘concept clustering’ technology further narrowed the set to 40,000 key documents, ready for LSC review. The resulting preliminary ECA enabled the client to decide quickly whether to fight the case, based on an early grasp of its merits, and thereby avoid unnecessary costs.

Collaborate helped A&O complete a 74-country jurisdictional legal survey with its milestone tracking, communication and data manipulation capabilities spread across local counsel, the LSC and lawyers in A&O’s Amsterdam office. Alongside updated knowledge, the outcome brought optimisation of cost and quality through global project discipline and client transparency.

Recently both tools have adopted a more visual user interface to make it easier to understand complex matters. For example, where data is presented as a map, the colours of different territories may change to signal changes in the level of risk or legal issues in those jurisdictions.

Mark sees this as “empowering lawyers to think creatively” around different kinds of engagement. “This is a real game changer,” he added.

**UNDERLYING CHALLENGES**

Variable demand is an underlying challenge identified by Richard Punt, CEO of Peerpoint. Some variability is seasonal and, therefore, predictable. However, much is related to individual deals, investigations or situations – and therefore more challenging to address.

“Both clients and our own firm face fluctuations in demand – and as headcount has come under tighter control then access to top quality people on more of a real time basis is critical,” he said.

Peerpoint is helping both clients and A&O transition to a more agile approach to meeting peaks in activity. “With our model, you vary the resourcing with demand – you get senior, experienced people when you’re under pressure.”

It’s a scenario familiar to Jane: LSC lawyers are also regularly sent in to cover peaks in demand at the appropriate level.

Isn’t that stepping on the toes of Peerpoint? Not at all, she said. “We complement each other. Where Peerpoint typically has senior



**Jane Townsend**

Partner, Head of Legal Services Centre, Belfast  
A&O: 1995-present



**Richard Punt**

CEO, Peerpoint, London  
A&O: 2014-present

*“Both clients and our own firm face fluctuations in demand... With our model, you vary the resourcing with demand – you get senior, experienced people when you’re under pressure.” – Richard Punt*

lawyers who would be deployed in ones and twos, we have more junior associates who can be deployed in threes and fours.”

Jane said speed is another, perhaps unexpected, benefit from deploying members of her LSC team on appropriate tasks. If 12 people could complete in one week a task that would take two people six weeks, anyone would prefer that option.

For Richard, Peerpoint is not just about clients – in fact its primary objective is to create new career pathways for lawyers.

“Clients aren’t the only ones looking for something new in the way legal services are delivered. Increasingly lawyers want the opportunity to take greater control of their careers – and Peerpoint is providing the platform to enable them to do so,” he said.

**DRIVING GROWTH**

Richard said an attraction of variable capability is the ability to “drive growth when it comes, and manage costs on the downside when the business is quieter”.

In 2015, Peerpoint helped A&O grow part of its IP business in ways it could not otherwise have managed when consultants worked alongside members of a small but successful litigation team.

“We provided a significant number of people into that team of consultants,” Richard said. “We also identified a number of barristers positioned to work with that team.” Those additional people enabled the Litigation team to expand its business significantly.

“Very often consultants come with different sets of skills. They often have project and stakeholder management experience that tends to be greater than that of the associates they sit beside. That balance of skills with experience has proven extremely valuable in a number of transactions,” he added.

Ranjit agreed. PMs in her department “naturally complement” the lawyers, bringing different skills to the table. “We’re there to make their lives easier. In that respect project management has really worked,” she added.

**BUILDING CAPABILITIES**

The different capabilities in the Advanced delivery toolkit have been built up mainly over the last four to five years, but some – aosphere for example – have been in development and use for ten years or more.

PMO, on the other hand, was set up as a separate department only in May 2015.

“The starting point for all of this is the clients,” said Jonathan. “Our Advanced delivery tools were very much a response to challenges our clients face. What’s clear is that this capability has real resonance with clients.”

Advanced delivery is contributing significantly to A&O’s top and bottom line, giving us a competitive advantage in winning work – often work we wouldn’t previously have won. It will also take us places that our traditional practice doesn’t necessarily engage with.

Recognising a need for cost-effective small and medium-scale M&A, A&O has worked with the LSC to develop a ‘bolt on’ package. The LSC carries out due diligence, document drafting and post-completion work, and A&O handles term sheet, document negotiation and signing, resulting in a process that can deliver A&O quality at a competitive price.

**OPENING NEW MARKETS**

Advanced delivery also has the ability to open up new markets. One such is U.S. asset management, where aosphere’s products are in demand. CEO Marc-Henri Chamay said signing up clients who are new to A&O “allows us to develop and refresh the client base of the firm and create new relationships”.

aosphere helped solve a problem with cross-border data transfer compliance involving 60 countries by replacing the client’s inefficient proprietary legal survey with aosphere’s shared, industry-standard online subscription service. The client benefited from updated information, lower risk and a low, fixed cost.

“The need for our tools is recurring, so clients will use them regularly, giving them exposure to A&O on a regular basis,” said Marc-Henri. “Over time, we hope they’ll reach out for A&O when they have a more complex or specific need – because they already have a relationship with the firm through aosphere.”

Of all the Advanced delivery capabilities, the element that is most strikingly different is aosphere. It makes A&O the world leader in that kind of subscription-based applied law.



**Ranjit Oliver**  
Head of Legal Project Management, Project Management Office, London  
A&O: 2002-present



**Marc-Henri Chamay**  
CEO, aosphere, London  
A&O: 2001-present

*“Over time, we hope they’ll reach out for A&O when they have a more complex or specific need – because they already have a relationship with the firm.”  
– Marc-Henri Chamay*

“We’re like Sky Sports,” said Marc-Henri. “One product, many users.”

Marc-Henri said aosphere tends to work for in-house and compliance teams in banks and asset management firms who are faced with recurring questions, for example what types of services or funds different jurisdictions around the world will allow them to market or sell. “Our clients can see instantly on our database what the rules are in different countries.”

As he sees it, aosphere has ridden the swell created by three main drivers: globalisation, regulatory complexity and cost-cutting. “The world has evolved past the point where individuals can survey regulatory complexity on their own, as they might have tried to do before the financial crisis, at considerable cost. Now, with pressure on cost, they look for a solution off the shelf,” he continued.

“Standardisation allows us to invest time, money and energy to create an incredibly sophisticated and comprehensive resource.”

Jonathan said aosphere is the least susceptible of the tools to wholesale integration into what A&O does generally. “It works for some clients, but isn’t on the whole a tool that you typically deploy as part of the deals and disputes we routinely work on.”

**BENEFITS OF EXPERIENCE**

Marc-Henri has about 30 people on his team, including 21 lawyers – all of them women, all working flexibly, many from home. Included in this number are lawyers with 15-16 years of experience who might have been lost to A&O had this option not been available, and whose expertise greatly enhances the client benefit of the service.

Similarly, Peerpoint trades on the standard of its consultants. Richard said the service’s competitive advantage over other interim solution providers is the high level of skill, experience and quality of its consultants. This is attractive to the big financial institutions, where Peerpoint has so far made the majority of its placements.

Ranjit said the PMO is made up of skilled project managers who have each worked in the legal industry for a number of years, both within A&O and elsewhere. They understand managing a legal project is not akin to, for example, managing an IT project.

They apply proportionate, ‘just enough’ project management to guide the work efficiently and effectively to conclusion, without being overly bureaucratic.

Jane said the LSC’s current strength of about 75 includes two levels of lawyer: associates with 6-10 years of post-qualified experience (PQE) and legal professionals who are law graduates but not necessarily qualified.

Another LSC resource is its pool of five PhD-qualified scientists whose knowledge of physics and molecular biology is invaluable in IP litigation, in industries such as pharmaceuticals. “Some claims revolve around disputes in relation to the science,” said Jane. “To understand documents and fight these claims, you need people who can follow the literature.”

**GLOBAL FOOTPRINT**

And what of the future? Since its launch in 2013, Peerpoint has grown to about 130 London-based lawyers, with another 30 across Asia Pacific in Hong Kong, Tokyo and new offices in Singapore and Sydney. A&O alumnus Tony Corcoran now leads Peerpoint in Asia Pacific from his base in Sydney.

Richard said expansion into Europe and the U.S., particularly New York, is under active consideration, as is broadening the range of skills Peerpoint offers to include other professional capabilities that would complement the legal skills.

Similarly, with the PMO, Ranjit said the intention is for it to expand beyond London and take on an international dimension to mirror A&O’s business, with hubs across the globe. That’s for the longer term. In the medium term, the PMO will continue to embed team members into each of A&O’s major practice groups.

Looking ahead, the PMO is developing a legal project management course to deliver to clients. “They face the same problems in their legal departments and it would be a great opportunity for us to add further value to our relationships,” she added. &



*MarginMatrix™:  
raising the bar on service*

New regulations that will transform the global derivatives market in 2017 are forcing every major bank in the world to redo its documentation in order to implement new rules on margin.

Faced with a complex regulatory change on a massive scale, A&O took the initiative to invent a market solution: MarginMatrix™. Launched in late 2015, it is a system that codifies the laws in various jurisdictions and automates legal analysis and document drafting, so a major bank can ensure it is compliant at a systems level.

It is secure, scalable and far cheaper to deploy than a conventional law firm solution because it eliminates the need to involve lawyers at the lowest levels.

Having developed the technology internally, A&O wanted to offer a full human resource to perform certain tasks, such as negotiation of documentation, which the technology does not perform alone. So the firm teamed up with Deloitte to deliver an end-to-end solution for this “mind-boggling challenge” to our clients. The LSC backs up the Deloitte team.

This was the first time a law firm has invested several months and significant money into creating an end-to-end proprietary solution. The effort has paid off in terms of new business, with eight global investment banks as clients. MarginMatrix™ is also up for an award in the FT Innovative Lawyers 2016 programme.

The A&O/Deloitte solution is described as a fixed-price turnkey contract, quality assured by two first-class names who, between them, are top-ranked in all the necessary disciplines. “It eliminates the risk for the client using untested or new market entrants,” said David Wakeling, the partner who conceived and developed the idea.

“This is the natural evolution of the ‘low cost’ provider model and heralds the re-emergence of large law firms handling commoditised/low-cost work where that combines with high-end work.”

## A RETURN TO AFRICA



***Nima Elmi was a Litigation associate at A&O in 2014 when she took a six-month sabbatical to Somaliland – and stayed. Now she’s advising the republic’s government.***

**I**n the Horn of Africa, just to the east of Djibouti and north-east of Ethiopia, is the Republic of Somaliland, a self-declared de facto independent state since it declared independence from Somalia on 18 May 1991.

The government of Somaliland, elected peacefully and democratically, faces serious challenges. Like any other government, it wants to encourage economic development for its citizens and ensure security and prosperity for all. However, its most crucial

issue is gaining international recognition as a sovereign state, without which Somaliland is cut off from the normal sources of international aid.

Working at the epicentre of the government’s push for recognition is Nima Elmi, an ex-A&O associate. As Special Adviser on International Law and Policy, among other issues, to the Minister for Foreign Affairs, Nima is helping lead the drive toward recognition and true independence.

It’s an extraordinary role for the young Mogadishu-born Londoner, and has been

recognised as such by the World Economic Forum. For her work supporting the government of Somaliland, Nima was named a Young Global Leader in a highly competitive process that culminated with being vetted by a panel chaired by the Queen of Jordan.

“It means a lot to me,” says Nima. “It means some serious and senior people in the international political arena became aware of my activities and felt I was making a significant contribution. The hard work that I’ve been doing is paying off.”





**WHAT HAPPENED ON SABBATICAL**

Nima never meant to stay in Somaliland. “I was in the arbitration group at A&O, working with a lovely team of people, enjoying the work I was doing. I took a sabbatical because I had had a few years of intense cases and I wanted to take a bit of a breather,” she said.

It so happened that about the time Nima was considering her sabbatical, her parents retired to Somaliland. Nima decided to join them to see something of her native country. Though born in Mogadishu, the capital of Somalia, she had never spent any time there or in Somaliland. “I took the opportunity to come to East Africa and spend some time out with my parents on the continent.”

However, life was about to deal Nima something of a wild card. On arrival in Somaliland, as Nima says, “the Minister for Foreign Affairs heard about my background. The Ministry didn’t have an international

law expert and so he invited me for a meeting. After our discussion, he suggested that I support the Ministry on an ad hoc basis. So I spent part of my sabbatical providing pro bono assistance.”

As the legal advice started to snowball into more general advice, Nima realised there was a real need for support, given the size of the Somaliland government and the range of issues it has to deal with.

“In this part of the world, most competent ministers are given portfolios which cover everything,” she explains. This meant the Minister for Foreign Affairs was looking at energy, trade, security, international relations, public policy and development.

As her short-term ad hoc advice evolved into more long-term support, she realised she was needed on the ground in Somaliland. “There was an opportunity to continue my work... to try and achieve some of the goals which the government had set.”

**THE IMPACT OF SOFT SKILLS**

Fortunately, Nima found her training with A&O had equipped her well for her new role. Not long before her sabbatical, she had been on the management committee for A&O’s Project Rwanda, essentially designing a programme to assist local lawyers in Rwanda as the country moved from a French civil law system to an English common law system.

Nima’s experience with Project Rwanda had a profound effect. She says: “A&O saw there was a real need on the ground to help a developing economy achieve something rather ambitious which would take most countries decades to achieve. A&O stepped up to provide that support when very few law firms were doing much in sub-Saharan Africa. A&O was genuinely there because the firm saw a need to help.

“It’s another A&O lesson – identifying a need and not being afraid to take that step.”

When Nima found herself in a situation where there was a real need that she herself could address, she found she couldn’t say no.

“Working in pro bono, enjoying the feeling of developing a project that was doing good, was something that stemmed out of my experience at A&O,” she says. “I was ready to take up a greater challenge where I could make an impact and influence change in a developing country on a more full-time basis.”

**THE DIFFERENCES**

The Somaliland Ministry of Foreign Affairs comprises 60 people, around ten of whom provide ministerial advice. For Nima, the move was something of a culture shock. She realises now how fortunate she was at A&O to have a support team of paralegals, trainees, IT technicians and PAs helping in her daily work. “Now, we don’t have all the resources we need. Sometimes it’s something as little as insufficient printing paper – it runs out and can take a couple of weeks before we get more,” Nima says.

“If I need research done before I brief the minister, I have to be the PA, the paralegal, the trainee and the associate all in one for him on that issue. I have to work more efficiently, be more effective, be conscious of my time management and make my delivery powerful so the minister can see the real issue and how we need to address it.

“These are skills that I definitely picked up at A&O which have made my life easier, but I do miss the days of having everything at my fingertips and a team of people to help me with it.”

In addition, having a life outside work can be tricky. “Ironically, I think I work harder now than I did at A&O, despite being in the public sector. The job I do now doesn’t really have working hours, whereas with A&O there was a lot more discussion about work-life balance. Here, it’s a much harder line to draw: the needs of my country can’t wait while I have dinner with friends.”

That said, she has been typically creative in her approach. “The way I manage is to take blocks of five or six-week holidays every 18 months or so. I go back to Europe and see family and friends and find that I come back energised and ready for the next phase of work.”

**AN UNCERTAIN ROAD**

Somaliland celebrated its 25th year of de facto independence in May. Nima says the nation “came together” to focus on continuing its upward trajectory to achieving political independence from Somalia and economic prosperity.

It’s easy to see the effects on the country of its lack of official recognition. “It has a real day-to-day impact on the people,” says Nima. “We don’t have a national grid or basic infrastructure. We can’t build roads by getting loans from the International Monetary Fund (IMF) or World Bank. Everything is built through funding from the country’s own accounts or through foreign direct investment to the extent that they can actually receive some.”

The issues are crystallised in the Yemeni refugee problem. The civil war raging since early 2015 in Yemen, just across the Gulf of Aden, has resulted in a large influx of refugees into Somaliland. However, international agencies wishing to help Somaliland have to go through the Somali government in Mogadishu for sign-off, despite the fact that Somalia has no representation in or links to Somaliland. “We have to come up with creative ways to work around the issues, particularly because Somalia is a state which is still trying to achieve stability, peace and security,” says Nima. “We’re very dynamic in finding compromises to get support for the refugees or getting the development assistance we need without offending international laws and the sovereign status of states.”

**THE PROSPECT OF CHANGE**

Having international recognition would make life in Somaliland much easier. In 2016, a year in which there will be a new chair of the African Union Commission, new leadership in the African regional Intergovernmental Authority on Development (IGAD), a new secretary general at the UN and a change of U.S. president, Nima is hopeful.

“We have to galvanise and take advantage of the changing of the guard at so many different levels, both on the continent and internationally,” she says. “We need to make sure any new institution is attuned to the needs of Somaliland.”

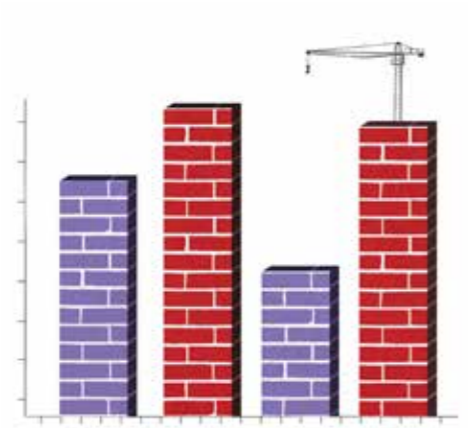
She is excited about the future of Somaliland. “Despite the struggles, I am hopeful. As the government and people of Somaliland continue to be positive in their outlook, I believe they will get there sooner, rather than later.”

For Nima, change may also be on the cards. “One of the lessons I’ve learned from my time here is how much I enjoy the process of learning. From being an international law specialist with A&O, I’m evolving into international relations and public policy at a global level. That is where I feel my experience is taking me. It’s an exciting journey.”

*“There are skills that I definitely picked up at A&O which have made my life easier, but I do miss the days of having everything at my fingertips and a team of people to help me with it.”*

*“I was ready to take up a greater challenge where I could make an impact and influence change in a developing country.”*

# BUILDING ON FIRM FOUNDATIONS



***A&O connections run deep – just ask alumnus Rob Everett, head of New Zealand’s financial authority. At times he’s felt as if he never left A&O.***

**F**or someone who was at A&O for less than four years, the firm has had a fundamental impact at every stage of Rob Everett’s career.

His close connection with A&O seemed predestined. “Quite a few of my college mates were going to A&O, so I ended up arriving at the same time as many friends from university,” Rob says.

But it wasn’t all down to chance. He had targeted A&O particularly, because of its friendly, social reputation and its international practice. Both have stood him in good stead.

After two years of training, Rob qualified into the International Capital Markets (ICM) department. It was 1993 and the heyday of Boyan Wells, Paul Monk, Mark Welling, Richard Sykes and Paul Chedgy – people who were, at the time, shaping London’s capital markets industry.

A year on, Rob took an opportunity to do a secondment in the debt transaction management group at Merrill Lynch. At the end of the secondment, they offered him a job. It was a difficult decision on a couple of fronts. As Rob says: “I enjoyed the

ICM team – they were a great bunch of people and the work was good quality. And obviously I was terrified of having to tell Boyan!”

### **IN AT THE DEEP END**

His new role had many differences to working in ICM. “Essentially, a lawyer in an investment bank was on the periphery of what was going on. However, suddenly you’d get catapulted into the middle of a huge deal where everything counted on you. You could never relax.”



His baptism of fire came less than a week after he joined Merrill Lynch. It was 8am, a bond issue was about to be launched via a Dutch special purpose vehicle (SPV) and Rob was brought in at the last minute to confirm all was well. It wasn't.

"I remember being screamed at by the head of the desk that I must be out of my mind to tell him that they couldn't sell these particular bonds to Dutch retail investors because it would breach Dutch selling restrictions. Everyone else was doing it – why couldn't we?"

A quick call to a partner at a Dutch law firm confirmed that Rob's position was right and he stuck to his guns. "Obviously there was a post-mortem. It turned out that I'd done the right thing to stand my ground. I was forgiven and they moved on one second later." The guy doing the shouting ended up as global head of Syndicate

"I saw fit to tell the BoA regional CEO at great length what I thought he needed in a COO. Midway through the conversation he said: 'That's all very interesting – I don't suppose you'd be interested in doing it?' To which I replied: 'No, no – that's not for me.'"

Unbeknown to Rob, however, the CEO had already received the same advice from his colleagues, many of whom had also recommended he offer Rob the job. It turned out that what Rob thought was just the CEO being polite (he was English, after all) had actually been a serious offer of the biggest job of Rob's life.

"It was 24 hours later when I found out he'd been a bit surprised that I'd turned the job down," says Rob. One nervous call to the CEO to explain the misunderstanding, and Rob was COO of Bank of America Merrill Lynch (BAML).

*"Suddenly you'd get catapulted into the middle of a huge deal where everything counted on you. You could never relax."*

at Merrill Lynch and one of Rob's most-valued colleagues.

Rob quickly moved up to run the transactions group before spending time in both New York and Hong Kong – where he continued his close association with A&O both professionally and personally. His friends from that era with whom he is still very close include Richard Browne (who was best man at his wedding), Glenn Butt, Chris Andrews, Theo Savvides, Andrew Harrow, Michael Openshaw and Catherine Husted.

**SERIOUS OFFER**

Back in London, Rob became General Counsel for Merrill in Europe, Middle East and Africa (EMEA) in 2005. Three years later, Merrill Lynch was taken over by Bank of America (BoA).

One of the first things BoA did was empty Merrill of all the senior control people outside of the U.S. Rob and his wife, Katy, were expecting it, and had decided to move to her native New Zealand. First, however, Rob had to have an important conversation.

The role suited him perfectly. "I was always more about the communication and management of issues. Stitching together what was left of Merrill Lynch in Europe and the BoA operations was a lot of fun."

It also brought him into close contact with a whole range of ex-A&O people. "Most of the senior positions in the new combined legal department were filled with fellow A&O alumni including Sajid Hussein, Richard Atkinson, Catherine Daly, Jill Lodge – it's a long list," says Rob.

"In addition, Andrew Berry was in a COO role for BAML in New York. It was great fun still working with a bunch of ex-A&O people. We also used the likes of Boyan and Stephen Miller for a lot of our capital markets legal work. It was like I'd never left."

**NEW ZEALAND NETWORK**

Over time, however, Rob and Katy's desire to move to New Zealand strengthened. Rob's plan was to arrive there, spend some time with the family and see what happened career-wise. However, he reckoned

without the long arm and efficiency of the Alumni Network.

"I was at an A&O alumni drinks party just before we moved and caught up with alumna Siobhan Lewington, an executive recruiter who had done some hiring for me at Merrill. Siobhan gave my details overnight to a headhunter friend in New Zealand who rang the next morning asking why I hadn't applied for the open CEO role at the Financial Markets Authority (FMA) there."

Before Rob knew it, he was on a plane to New Zealand to interview with the FMA board. He missed his own leaving party in London but two weeks later was offered the job.

The FMA, New Zealand's equivalent of the UK's Financial Conduct Authority (FCA), was set up in 2011. Rob started as CEO in February 2014, in charge of growing the organisation into a fully fledged securities regulator.

"The attraction for me, having been in big institutions like A&O and BAML, was to go somewhere smaller with 170 people

and actually build it: hire the people, get it known out in the market, build the relationship with the industry, and put what I'd learned at Merrill into practice on the other side of the fence. You couldn't have designed a job I would want to do more."

**THE A&O CONNECTION**

Having moved to the other side of the world doesn't mean Rob is out of touch with A&O. Far from it: one of the first people he heard from after he arrived in New Zealand was A&O alumnus Mike Heron, a peer from his A&O London days. Says Rob: "We'd played cricket together for A&O but had lost contact. When he got in touch he was Solicitor General of New Zealand – the most senior lawyer in the country. We had a good chuckle about where we'd both ended up."

For the two old friends and countless other alumni, it seems no matter how long you spend at A&O, you never actually leave – and it never actually leaves you. &

*"I was always more about the communication and management of issues. Stitching together what was left of Merrill Lynch in Europe and the BoA operations was a lot of fun."*



*It turned out that what Rob thought was just the CEO being polite had actually been a serious offer of the biggest job of Rob's life.*

# THE A&O MENTORING PROGRAMME

*The A&O Mentoring Programme is open to all global alumni and A&O partners and staff.*

## MAP SHOWING A&O MENTORS GLOBALLY

(at the time of going to press)

<b>Europe</b>	<b>45</b>
Brussels	2
Casablanca	1
Düsseldorf	1
Frankfurt	3
Hamburg	1
London	34
Luxembourg	1
Madrid	1
Paris	1
<b>ASIA</b>	<b>5</b>
Bangkok	2
Hong Kong	2
Shanghai	1
<b>AFRICA</b>	<b>2</b>
Johannesburg	2
<b>NORTH AMERICA</b>	<b>2</b>
New York	2
<b>AUSTRALIA</b>	<b>4</b>
Sydney	4
<b>TOTAL</b>	<b>58</b>

**50**

active pairings



## WHY SHOULD I HAVE A MENTOR?

A mentor offers a confidential environment in which you can discuss issues and explore solutions. Using their experience, they can help you address professional challenges, offer guidance and support, suggest networking opportunities or even just be a sounding board for ideas.

## WHO CAN I APPROACH TO MENTOR ME?

We currently have 58 mentors profiled on the Alumni Network website, from a variety of backgrounds, both A&O and alumni. We will initially approach them on your behalf. If you feel that they are not the right fit, we can approach someone else.

## HOW MUCH TIME DO I HAVE TO COMMIT TO A MENTORING RELATIONSHIP?

For both mentors and mentees it can be as little as one to two hours per month, per mentee, or as much time as you can afford and feel comfortable with, over a period of about 12 months.


## DO WE BOTH HAVE TO BE BASED IN THE SAME LOCATION?

No. You can work together through a combination of face-to-face meetings (if at all possible), Skype sessions, telephone calls and emails.

## DOESN'T NEEDING A MENTOR INDICATE THAT I AM FAILING OR LACKING IN SOMETHING?

No, not at all. Having a mentor shows your dedication to professional growth. Research shows that a significant number of successful senior managers have a mentor. Even Mark Zuckerberg was mentored by Steve Jobs!

## I WOULD LIKE TO JOIN THE PROGRAMME AS A MENTOR/MENTEE/BOTH. HOW CAN I GET INVOLVED?

Just visit the Alumni Network website mentoring pages, or get in touch with the Alumni team, who can guide you. 

## HOW MENTORING HAS MADE A DIFFERENCE...

*"I have really been enjoying my mentoring relationship with the alumnus you matched me up with. His experience matched the request I sent you perfectly, and it has been so valuable working with someone who 'gets' how A&O works. I have already learnt a lot, and am looking forward to continuing to do so."*

"In my view, mentoring is a necessity in making yourself better at the job you do."

**"It's about having honesty and learning new things from people who have a different perspective."**

*"I can honestly say mentoring is the reason I stayed in my role. I had written my letter of resignation and my mentor provided me with reassurance and encouragement and, frankly, pushed me to dare and to have the courage of my convictions."*

*"The relationship is working well and we meet regularly and I think that expectations are being met on both sides. My mentee is in a new senior position, and appears to be achieving what he wants. What is helpful is there is an honesty between us so we can have open discussions."*

"At the start, you can talk to three mentors if you want. You don't have to think 'that's the one'."

*"I would recommend cross-office/location mentoring. The knowledge transfer is amazing and it really works on the phone."*

**"Frankly, it was nerve-racking returning to the City after many years out. My mentor guided me back and gave me great confidence and continues to do, since we meet once every three months or so."**



# IN MEMORIAM

**The Alumni Network remembers  
A&O colleagues and friends  
who died in 2016.**



**JOHN KIBLER**  
A&O: 2009-2016

**N**ew York partner John Kibler, who died of cancer in February, will be remembered as much for his personality as for the important contribution he made to A&O's Restructuring practice. He was widely recognised as an excellent lawyer, a supportive colleague and a patient mentor who willingly shared his many talents.

John joined A&O's Restructuring practice in New York in 2009 and became a partner in 2011. His work regularly brought him into contact with colleagues in other offices and practice groups, including Real Estate, Derivatives and Litigation, as a result of which he was well known in the wider A&O network.

"John made a critically important contribution to A&O's Restructuring practice at a time of extreme turbulence and uncertainty in the world's financial markets," said former senior partner David Morley. "He will be remembered as a talented and hardworking lawyer with an outgoing personality and an unparalleled sense of humour."

Daniel Guyder, New York Restructuring partner, said: "John was an exceptional lawyer but more importantly was a fantastic person. He was a friend to all; no matter your role or position, he treated everyone with the same smile and warmth. He will be sorely missed."

He is survived by his wife, Karen, and their two young children, Hans and Kirsten. ☺



**VANESSA HARDMAN**  
A&O: 1998-2016

**V**anessa, a partner in the London Securitisation team, died in July, after a long battle with cancer.

Vanessa will be remembered for her lust for life. For example, after working through the night to close a transaction, she would sail through the next day, jump on a plane to a fabulous destination, and close the bar – never looking anything less than chic and glamorous.

Vanessa will also be remembered for her generosity; she wanted to help everyone around her – whether that was rolling up her sleeves to assist on a deal, lending hats and jewellery to friends, helping her family or just sharing her time with loved ones.

Vanessa was a keen sportswoman, particularly excelling at hockey and skiing. She also enjoyed the finer things in life – a glass of Champagne was always welcome.

Fellow Securitisation partner Angela Clist said: "Vanessa was inspirational. She always worked extremely hard (even setting up office in the hospital), but never let that get on top of her – she had a great sense of humour, unflagging energy, and was devoted to her many friends and family. She will be remembered with much love and affection."

Senior partner Wim Dejonghe added: "Vanessa was a hugely respected and popular partner. During her illness, she never stopped seeing the bright side of life and continued to be very committed to her work. She will be very greatly missed."

She is survived by her husband, Dominic, and other family (including Claude the cat). ☺



**CHARLES RODIER**  
A&O: 1964-1970

**C**harles died in June, following a long illness. Charles completed his articles at A&O in the early 1960s and then worked as an assistant in the Corporate department for a few years. He then left to become an in-house lawyer at EMI in its Classical Music department. Google Charles Rodier and there is a glowing tribute to him, saying his name is on every EMI classical music contract and how he liked to get contracts signed and not make difficulties.

Charles was the son of one of the early partners of A&O, Peter (Harold Paillet) Rodier, HPR, who headed the Property department when I joined A&O in the early 1960s. ☺

– Andrew Morton, former Corporate partner

## PERSONAL TRIBUTES

Visit the Alumni Network website at [allenoverly.com/alumni](http://allenoverly.com/alumni) to read the personal tributes submitted by former friends and colleagues.

Submit your own tributes by emailing [thealumniteam@allenoverly.com](mailto:thealumniteam@allenoverly.com).



# INDEX

<i>Abbott, James</i>	27	<i>Feldberg, Michael</i>	44	<i>Morgan, Nicky</i>	12-15
<i>Andrews, Chris</i>	56	<i>Feldges, Joachim</i>	23	<i>Morley, David</i>	1, 21, 34, 41, 61
<i>Atkinson, Richard</i>	57	<i>Galie, Goran</i>	27	<i>Morton, Andrew</i>	61
<i>Aye, Wimmara</i>	35, 41	<i>Gtyder, Daniel</i>	61	<i>Nabal, Ranjit</i>	46, 47, 48, 49
<i>Ballheimer, Andrew</i>	1, 4-11	<i>Hardie, Iain</i>	27, 28-29	<i>Neicho, Vince</i>	46
<i>Beringer, Guy</i>	16-19	<i>Hardman, Vanessa</i>	61	<i>Onions, Sally</i>	35, 43
<i>Brayne, Jonathan</i>	45, 46, 47, 48	<i>Harrow, Andrew</i>	56	<i>Openshaw, Michael</i>	56
<i>Browne, Richard</i>	56	<i>Heron, Mike</i>	57	<i>Palmer, Jamie</i>	30
<i>Butt, Glenn</i>	56	<i>Holvoet, Alexandre</i>	35, 36	<i>Pease, Alex</i>	1
<i>Campion, Meredith</i>	25, 28	<i>Hussein, Sajid</i>	57	<i>Punt, Richard</i>	47, 48, 49
<i>edh Jakub</i>	34, 36	<i>Husted, Catherine</i>	56	<i>Rhys Davies, Andrew</i>	35, 44
<i>Chamay, Marc-Henri</i>	48	<i>Jackson, Nyerere</i>	22	<i>Robilotti, Mark</i>	34, 42
<i>Chedgy, Paul</i>	54	<i>Johnson, Elaine</i>	22	<i>Rodier, Charles</i>	61
<i>Chepiga, Pamela</i>	44	<i>Jones, Hayley</i>	23	<i>Rodier, Peter (Harold Paillet)</i>	61
<i>Chow, Clifff</i>	35, 39	<i>Kenavan, Aaron</i>	28, 29, 30	<i>Savvides, Theo</i>	56
<i>Clark, Tim</i>	16	<i>Kibler, John</i>	61	<i>Shube, Ed</i>	42
<i>Clist, Angela</i>	61	<i>Ko, Wendy</i>	27, 28-29	<i>Simpson, Geoff</i>	24-27, 28
<i>Cobb, Faye</i>	34, 37	<i>Leemen, Marcus</i>	27	<i>Sykes, Richard</i>	54
<i>Corcoran, Tony</i>	49	<i>Lewington, Siobhan</i>	57	<i>Tenn, Dr Florence</i>	21
<i>Cresswell, Karen</i>	22	<i>Ljungbhammar, Jenny</i>	35, 40	<i>Townsend, Jane</i>	46, 47, 49
<i>Daly, Catherine</i>	57	<i>Lodge, Jill</i>	57	<i>Van Der Paauw, Annelies</i>	23
<i>Dejonghe, Wim</i>	1, 4-11, 41, 61	<i>Lone, Mahmood</i>	1	<i>Wakeling, David</i>	49
<i>Denisenko, Jason</i>	24-27	<i>Longley, Frances</i>	23	<i>Welling, Mark</i>	54
<i>Dibble, Mark</i>	46, 47	<i>Martin, Grabam</i>	34, 38	<i>Wells, Boyan</i>	1, 54
<i>Elmi, Nima</i>	50-53	<i>Mbwilo, Emmanuel</i>	21	<i>Wilkes, Peter</i>	25
<i>Everett, Rob</i>	54-57	<i>Monk, Paul</i>	54		

# CREDITS

## ALLEN & OVERY LLP

allenoverly.com

The Alumni Yearbook 2016 is published as part of the Alumni Network of Allen & Overy LLP. It is distributed annually to registered Allen & Overy alumni, partners and selected third parties. 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.

## MANAGING EDITORS

Stella Ekkeshis, Jenny Enever

## CONSULTING EDITOR

Chuck Grieve

## COPYWRITERS

Jane Foley, Chuck Grieve, Humphrey Keenlyside, Joanna Stewart

## PRINCIPAL PHOTOGRAPHER

Nathan Clarke

## DESIGN AND PRODUCTION

Luminous  
luminous.co.uk

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](mailto: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, 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, Milan, Moscow, Munich, New York, Paris, Perth, Prague, Riyadh (cooperation office), Rome, São Paulo, Seoul, Shanghai, Singapore, Sydney, Tokyo, Warsaw, Washington, D.C., and Yangon.

© Allen & Overy 2016.

Printed in the UK by Empress.

The Allen & Overy Alumni Yearbook is printed on UPM Fine. A paper sourced from well-managed, responsible FSC® certified forests. The pulp used in this product is bleached using an ECF process.

# SEVEN WAYS TO STAY CONNECTED

-  [allenovery.com/alumni](https://www.allenovery.com/alumni)
-  [thealumniteam@allenovery.com](mailto:thealumniteam@allenovery.com)
-  +44 20 3088 1841/2479
-  [allenoveryalumninetwork](https://www.facebook.com/allenoveryalumninetwork)
-  [allenoveryalumni](https://www.instagram.com/allenoveryalumni)
-  [Allen-Overy-Alumni-Network](https://www.linkedin.com/company/Allen-Overy-Alumni-Network)
-  [@AOAlumni](https://twitter.com/AOAlumni)